



Low Emissions Development Program

MONITORING AND EVALUATION PLAN

SOUTH AFRICA LOW EMISSIONS DEVELOPMENT PROGRAM

1 OCTOBER 2018 – 17 MAY 2020



September 14, 2018

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc.



USAID | **SOUTH AFRICA**
FROM THE AMERICAN PEOPLE

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Contract No. AID-674-C-15-00005

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States government.

CONTENTS

- Acronyms..... ii**
- 1. Introduction 3**
 - Project Overview and Introduction..... 3
- 2. Theory of Change..... 4**
 - Key Assumptions..... 4
 - Project Organizational Structure..... 7
- 3. Plan for Monitoring and Evaluation..... 9**
 - Purpose of the Monitoring and Evaluation Plan 9
 - Approach to Monitoring and Evaluation..... 10
 - Performance Indicators 12
 - Data Sources and Collection Methods 13
 - Data Collection Tools..... 13
 - Data Management and Storage Systems 16
 - Data Quality Management..... 18
 - Analysis, Reporting and Review 18
 - Program Evaluation..... 20
- 4. ANNEXES 21**
 - 4.1. Annex 1: Consolidated List of Indicators and Targets..... 21
 - 4.2. Annex 2: Performance Indicator Reference Sheets 24
 - 4.3 Annex 3: Example of Reporting Template..... 37

ACRONYMS

| | |
|--------|--|
| CCWP | Climate Change White Paper |
| CLEER | Clean Energy Emission Reduction |
| DFI | Development Finance Institution |
| DQAs | Data Quality Assessments |
| EPC | Engineering, Procurement & Construction |
| GCC | Global Climate Change |
| GHG | Greenhouse Gas |
| GoSA | Government of South Africa |
| IDP | Integrated Development Plan |
| KRAs | Key Result Areas |
| LED | Low Emission Development |
| LOE | Level of Effort |
| LOP | Life of Project |
| M&E | Monitoring and Evaluation |
| MW | Megawatt |
| N/A | Not Applicable |
| OCAT | Organizational Capacity Assessment Tool |
| PIRS | Performance Indicator Reference Sheet |
| PMP | Performance Monitoring Plan |
| PMO | Project Management Office |
| RFP | Request for Proposal |
| SA-LED | South Africa Low Emissions Development |
| SDBIP | Service Delivery and Budget Implementation Plan |
| STTA | Short-term Technical Assistance |
| SO | Strategic Objective |
| SOW | Statement of Work |
| TBD | To be Determined |
| ToC | Theory of Change |
| USAID | United States Agency for International Development |
| USD | United States Dollar |

I. INTRODUCTION

PROJECT OVERVIEW AND INTRODUCTION

The South Africa Low Emissions Development (SA-LED) project is a USAID/South Africa-financed program awarded to Chemonics International in May 2015 as part of a five-year contract (No. AID-674-C-15-00005). SA-LED is designed to support the accomplishment of the U.S. Government's Development Cooperation Strategy in South Africa, specifically Intermediate Result – Transition to a low-emissions economy promoted. Accordingly, the objective of SA-LED is to support the Government of South Africa (GoSA) in its efforts to expand low emissions development, or “green growth” in South Africa, through improving the capacity of South African LED actors in selected municipalities and government departments to select, plan, finance, implement, expand, measure and monitor LED projects. Chemonics International is part of a consortium that is implementing the project, comprising DNA Economics; AGAMA Biogas; Linkd Environmental Services; The Green House and ICF International. Each consortium member brings targeted skills sets and will be contracted as needed.

SA-LED has two, integrated objectives:

- Objective 1: Strengthen public sector-related development planning and project development capacity for low emissions projects, including the mobilization of development finance and private sector participation; and
- Objective 2: Increase public sector core competencies through technical assistance and learning activities in support of GoSA's Green Growth initiatives.

The aim of the SA-LED program is to build partner country LED project development capacity and public sector LED planning and implementation by directly training and supporting local institutions and LED projects. The second objective of the project is to improve partner country government public sector LED core competencies and their ability to integrate LED effectively into their Integrated Development Plans (IDP), sectoral plans, and overall development and departmental objectives and budgets. The program will also assist with mobilization of finance in support of LED project development which will support the transition to a low carbon economy.

According to the contract, the monitoring and evaluation (M&E) plan must clearly articulate activity goals, baselines, specific targets, and anticipated outcomes and impacts over the life of the project. The plan should include a comprehensive set of indicators that will allow progress toward project objectives to be rigorously assessed. The plan is also a key tool for adaptive management, whereby information is captured and analyzed to continuously enhance project design and resource allocation. The M&E plan is intended to be a “living” document that will be reviewed regularly as part of SA-LED program review process to ensure continued fidelity to the implementation process.

2. THEORY OF CHANGE

A Theory of Change (ToC) was developed for the SA-LED Program as part of the Year 2 work planning process. A ToC is a critical thinking approach to program design, monitoring, evaluation, and learning which has become increasingly influential for climate change programs, and more specifically low emissions development programs, due to the complexity of such programs. A ToC outlines the ultimate desired outcome for a program and describes the relationship between the activities and the intermediate results designed to reach it. The ToC diagram detailed below shows how the ultimate, intermediate and immediate outcomes are related to each other over the lifespan of the LED program. The ToC articulates the ultimate outcome (overall goal) “Reduced Greenhouse Gas Emissions through implementation of SA-LED initiatives”, i.e. the ‘big picture’ outcome, and then ‘backward mapped’ the steps needed to achieve it. The overarching ToC for the LED program is presented in summary form in Figure 1 below. The graphic representation has been deliberately kept simple, while showing the five intermediate outcomes in the implementation plan as part of the overarching strategic framework.

The ultimate, intermediate and immediate outcomes as articulated in the ToC are mapped against the overarching strategic objectives of the program. The intermediate outcomes set out in the ToC are those that the program aims to achieve within a 3 - 5-year timeframe. These intermediate outcomes are further disaggregated into immediate outcomes which describe what the program aims to achieve in Year 3. As depicted in the diagram below, these outcomes are linked to the strategic objectives and Key Result Areas (KRAs) for the Program. A consolidated list of indicators and targets for the program is provided later in this document.

KEY ASSUMPTIONS

The Theory of Change for the SA-LED Program was developed during a three-day work planning workshop that was held in July 2016 (further details in Figure 1 below). During this workshop, the assumptions underlying the work of the SA-LED Program were actively identified.

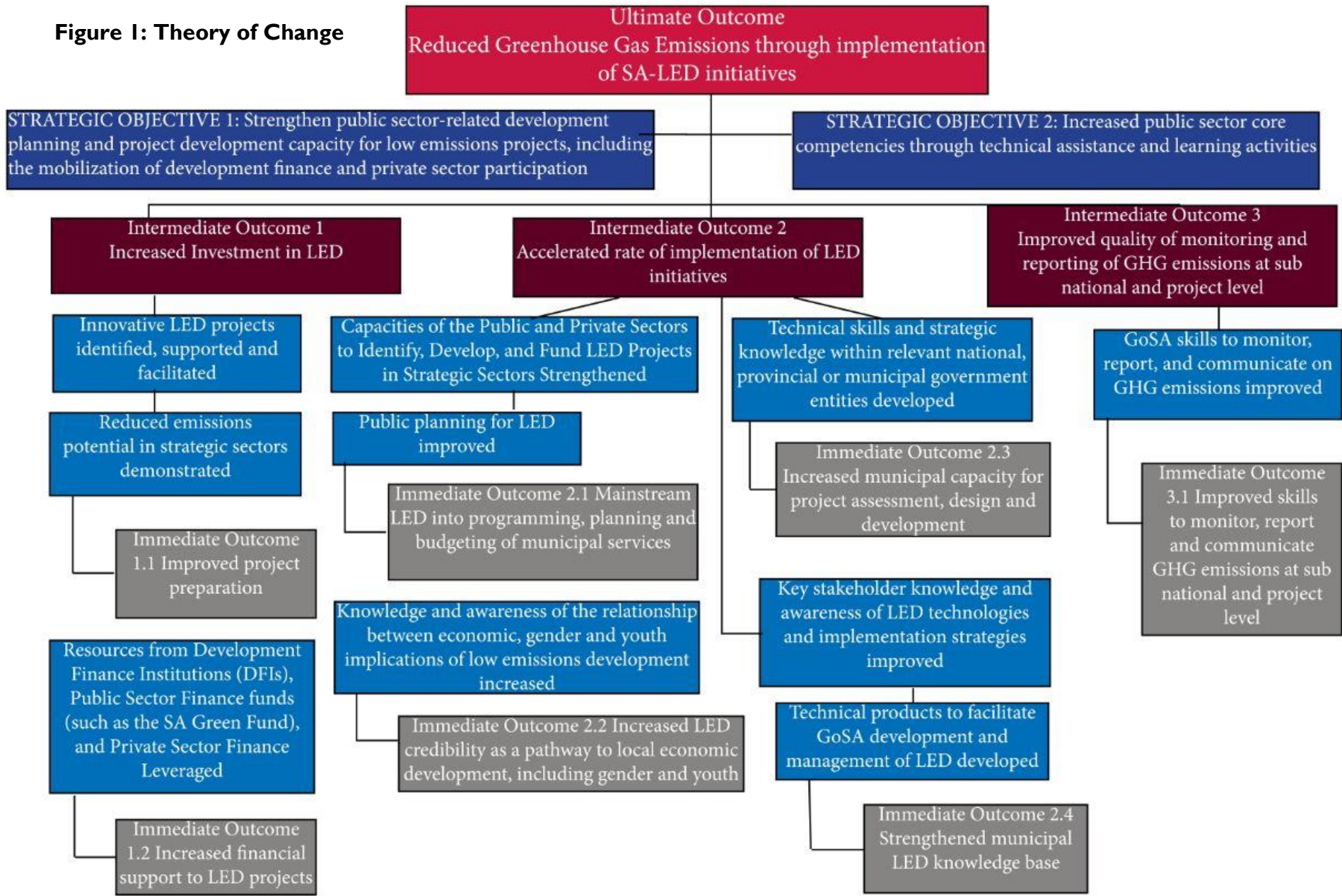
Assumptions explain the underlying logic behind our expectations of the connections between different components of the pathway-of-change. The underlying assumptions of the SA-LED Program are as follows:

1. Implementation of LED initiatives will ultimately contribute towards reducing relative levels of Greenhouse Gas Emissions.
2. Provision of capacity building and technical assistance to targeted municipalities will result in increased investment in LED initiatives.
3. Assistance to mainstreaming LED initiatives into municipal planning, programming and budgeting processes will result in increased uptake of low emissions development projects at

the municipal level, for example generation of renewable energy, improved waste management and efficient public transport systems.

4. Municipalities, as the most direct link to consumers via their service delivery responsibilities for electricity, waste and water, are in the best position to implement policies and strategies that promote low emissions development.
5. Implementation of low emissions development initiatives has the potential to support economic development and job creation for women and youth.

Figure 1: Theory of Change



PROJECT ORGANIZATIONAL STRUCTURE

The SA-LED project team (see Figure 2) will operate from our central project office in Pretoria and provide peer-to-peer, embedded, or international and local short term technical assistance (STTA) in target municipalities, departments and projects. Based on each municipality's unique capacity building and project needs, members of our team, technical partners, and STTA consultants will maintain regular contact with key LED project proponents, financial partners, donors, and private sector actors to accelerate LED project development. One of the main functions of the team will be to collect and verify data as part of the M&E plan. Staff responsibilities with respect to M&E are described later in the document.

A key feature of our approach is to establish relationships with local partners, government departments and donors already active on the project or in the municipality so that the project will be able to leverage local resources to accomplish project objectives, thereby increasing our "operational footprint" and increasing sustainability.

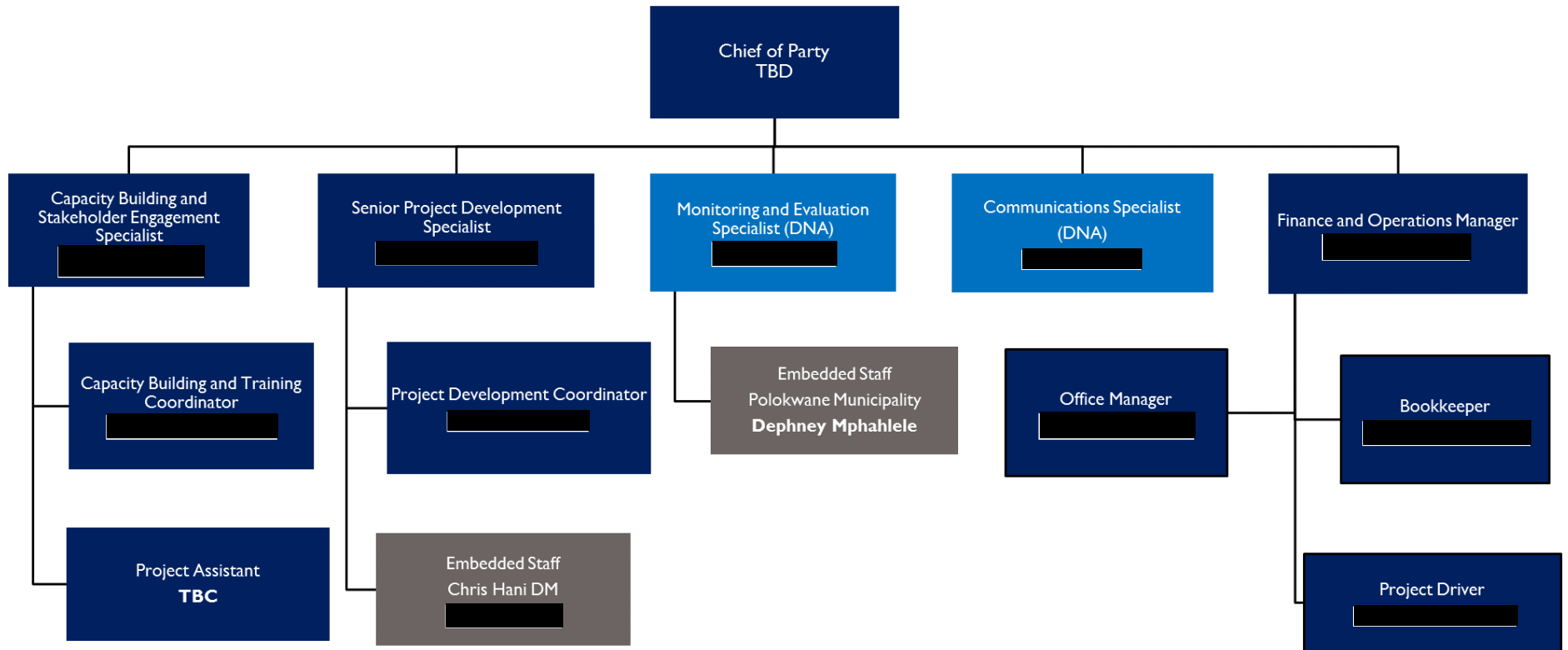


Figure 2: SA-LED Organogram

3. PLAN FOR MONITORING AND EVALUATION

PURPOSE OF THE MONITORING AND EVALUATION PLAN

This Monitoring and Evaluation Plan (M&E) is an instrument developed with the intention of guiding the SA-LED program management and supporting SA-LED partners to produce information that shows the achievement of program's strategic objectives. It establishes the fundamentals for a performance monitoring system by ensuring that required data is collected, processed, and analyzed on a regular basis. The M&E Plan also enables SA-LED's direct and indirect stakeholders to have a common understanding of the monitoring and evaluation tools that will be used during the program implementation.

The purpose of this M&E Plan is to ensure that performance related data is collected, analyzed and produced in a consistent manner and in accordance with established timeframes by setting forth a schedule and assigning responsibilities. It provides instruction on how information on project performance should be tracked, including its main sources. By following the M&E Plan and comparing data that will be collected on a periodic basis to the project baseline data, project managers and team members will have the necessary information to visualize project progress and to make sound decisions based on evidence and ensure programmatic and financial success.

This M&E Plan also acts as a planning tool by facilitating follow up on work plan accomplishments and established project objectives. It facilitates a common vision for the project and communicates project results to stakeholders, as well as supports managers in visualizing progress towards results.

The scope of the M&E plan covers elements necessary to effectively manage the project and to meet USAID's needs, including the following:

- Provides data collection, management, and reporting guidelines to ensure that high quality data is collected and reported by program staff;
- Strengthens monitoring, reporting and data management capacity of program staff;
- Ensures progress toward program results is measured and properly documented in a timely manner;
- Standardizes M&E methodologies and tools across projects and activities so that meaningful program performance comparisons can be made over time; and
- Provides USAID with the information needed to report on progress within the agency and to other stakeholders and partners.

APPROACH TO MONITORING AND EVALUATION

Monitoring progress and evaluating results are key management functions in any results-oriented program. Performance monitoring is an ongoing process that allows managers to determine whether an activity is making progress towards its intended results. Performance information plays a critical role in planning and managing decisions and cautioning against potential problems early enough. Evaluation is the periodic assessment of a project's relevance, performance, efficiency, and impact (both expected and unexpected) in relation to stated objectives. The strength of M&E lies in its ability to provide timely performance information that enables a program to manage for results, improve project performance, and demonstrate impact.

In SA-LED, the M&E plan is the principle document guiding the performance management of the program. The intent of the M&E plan is to encourage maximum performance, efficiencies, and cost effectiveness of the program, and contains, among other elements, the indicators and benchmarks for performance management by both the SA-LED team and USAID. To be effective, the SA-LED M&E plan has set ambitious yet attainable results and is fully aligned with the activities proposed in the project work plan. Targets were revised in Year 2 however in the course of the program they will be adapted to reflect evidence based on the program's implementation, to make sure goals are not too ambitious.

The M&E plan provides the framework for tracking the project's progress and the delivery of expected outputs. It will be used to systematically review progress, troubleshoot problems in implementation, and assess areas that may require re-focusing to ensure plans, schedules, and assignments remain relevant. If used well, the M&E plan can be one of the project's most useful tools for determining how to allocate project resources, enhance project success, and communicate results to stakeholders and clients as well as ensure transparency in project implementation. When operating well, M&E activities also function as an "early warning" system that can alert project staff to the need to modify plans and correct the course of the program. The M&E plan will also be used to highlight results that are worth publicizing by way of case studies and success stories and thereby offers a communication platform for disseminating information to all interested parties.

The principles that guide SA-LED's approach to M&E are the following:

1. **Data Quality:** Data quality refers to the fitness of data to meet the needs and expectation of users, especially decision makers. It describes the state of data, the set processes to achieve data accuracy. SA-LED promotes collection and reporting of accurate, complete, valid, current, consistent and reliable data. Adherence to these data concepts by staff and partners is enabled through provision of monitoring and evaluation capacity building, standard monitoring and reporting tools and guidelines, and undertaking regular and periodic data verification and support visits. Quality data should meet five key data quality standards:

- **Validity:** Data collected should reflect the extent to which it clearly and adequately represents the intended result. All indicators have defined definitions and these will be continuously discussed during technical team meetings to ensure the same understanding. Each indicator will have an easy to fill out data collection template with instructions to guide completion of the tool.
- **Reliability:** Data should reflect stable and consistent data collection processes and analysis methods over time. SA-LED will verify information by reviewing backup documentation collected from activity leads and SA-LED consultants, spot checking data (for example, by confirming participation in training workshops directly with attendees listed on attendance sheets), and conducting periodic site visits to ensure that reported data are accurate. We will enhance data reliability by designing standard data collection and reporting tools to be consistently used by all data collectors, which in many cases will be the SA-LED team member directly responsible for a particular activity. We will introduce data collection tools via training forums that are participatory and consultative so that the role and usefulness of M&E is conveyed and because this will improve the reliability of stakeholder collaboration in M&E activities.
- **Integrity:** Data collected should have safeguards to minimize the risk of transcription error or data manipulation. SA-LED currently captures all data into DevResults. DevResults is a web-based database for managing, organizing, and reporting on all project-related data. It has a single point of access that allows all stakeholders to have unique access permissions. A single entry (no transcribing data) along with built in data validation and approval processes means fewer opportunities for user error. Data is encrypted and stored on secure servers. In addition to this cloud-based system, the program maintains hard files for internal and external audits, reference and archiving.
- **Precision:** Data has a sufficient level of detail to permit management decision making and must be free from bias and error as much as possible. Data will be disaggregated to ensure that it is sufficiently precise to reflect project performance and enable management review and decision-making.
- **Timeliness:** Data will be timely enough to influence management decision-making. The frequency of data collection at the project level will vary by indicator as illustrated in the Performance Indicator Reference Sheets (PIRS), but at the activity level we will ensure that data collection occurs as close as practical to the point in time that the activity under consideration takes place. For example, the number of participants attending a training event will be recorded at the event itself. We will report on all project data through quarterly and annual reports, and will analyze the data to identify trends in advance of annual project reviews and work planning.

2. **Accountability:** The M&E system will ensure that the project meets its obligations and is transparent to USAID, South African government and project beneficiaries. Accurate and useful data and information will be regularly and appropriately shared with these stakeholders.
3. **Impact on gender and youth:** Our M&E system will play an important role in identifying whether activities have differing effects on different groups, such as men and women, or individuals in different age groups. Any indicators based on “number of people” will be disaggregated by gender and where possible age group, assisting us in tracking the program’s impact through that lens. Our results framework also includes indicators specific to gender and youth that will give us a more nuanced understanding of how women, men, boys, and girls participate in decision-making or are affected by activities related to LED projects.
4. **Analysis and communication:** Analysis and communication are also important elements of performance management. SA-LED will add value to the raw data collected by performing appropriate analysis and providing context for data interpretation, thereby transforming data into information that can be used to inform decisions. Analysis of results shall take place internally with the entire Project Management Office (PMO) team on a regular basis and if necessary, ad hoc meetings will be convened to address anomalies or deviations from expected outcomes and to adjust strategies and targets accordingly. We will communicate this information through regular reporting to USAID and other stakeholders.
5. **Transparency:** USAID has an open data policy and all data sets will be submitted to USAID for ease of access and broader public dissemination.
6. **Learning:** Intentional learning will be promoted through ongoing monitoring, evaluations, project level reflections with program staff and partners as well as other stakeholders, documentation of lessons learned, and dissemination of information. This learning will be used to inform decision making during the project cycle, and for future programming.

PERFORMANCE INDICATORS

Performance indicators are variables with a characteristic or dimension used for measuring progress toward achievement of objectives of the SA-LED program. These indicators determine whether progress is being made toward stated outcomes, rather than a statement as to why such progress is not being made. Majority of the performance indicators are direct, measurable and sufficiently sensitive to capture changes over short periods of time. The M&E Plan describes the performance indicators, their definitions and unit of measurement, the data collection procedures, analysis and storage, and reporting requirements. Furthermore, the M&E Plan also discusses methods for evaluation and determination of program outcomes and impact. SA-LED measures progress towards results with a series of indicators linked to the program’s ToC. The

program has selected most of the indicators from standard USAID/Global Climate Change (GCC) initiative indicators to allow the program to report data that can be aggregated across programs while introducing custom indicators that helps us learn whether interventions are producing the desired results, and therefore help us improve project activities. These indicators, along with definitions, units of measurement, disaggregation, sources, collection methods, frequency of reporting, responsible positions, baseline and targets, are listed in the Performance Indicator Reference Sheets (Annex 4.2).

DATA SOURCES AND COLLECTION METHODS

The SA-LED program monitors project performance through monitoring, tracking and measuring results for the indicators outlined in the Consolidated List of Indicators and Targets matrix (Annex 4.1) and Performance Indicator Reference Sheets (Annex 4.2). The monitoring matrix clearly defines indicators for the specific intervention areas, sources of data to generate the indicators, measurement tools, frequency of data collection, and the method of measurement. The information needed for M&E comes from different sources. Project staff will collect basic M&E data from project administrative and technical records. The project team will also consult other records, statistics, surveys, databases, or other sources from government counterparts or other donors as needed to supplement data that the project needs to collect during the course of its activities. In most cases, SA-LED staff will be responsible for gathering and reporting data from first-hand sources during the course of their work. In some cases, the project will collect M&E data directly from SA-LED team leads and consultants on a quarterly to annual basis through submission of the appropriate spreadsheets/data collection tools. In other cases, where public awareness or other survey-based collection methodologies are needed, the project will design surveys for data collection on specific indicators.

DATA COLLECTION TOOLS

Data collection tools are used to collect routine data to track inputs, activities and outputs. To ensure high level quality of data, standard collection tools have been designed. It is fundamental that all tools and data collection procedures are strictly adhered to. To this effect, the SA-LED program will continuously provide appropriate technical assistance to ensure correct use of these tools by staff, partners and consultants doing work on behalf of SA-LED.

The M&E system will incorporate qualitative methods, including the use of a Case Study approach whereby each LED project selected for implementation will be tracked in detail from beginning to end, with a mixed method approach that combines narrative, qualitative information with numeric, quantitative information. This will provide rich, textured information that will illustrate the specifics of each project in-depth, thereby enhancing learning and demonstration effects. A Case Study approach is also well suited to tracking a program such as this which seeks to improve capacity of individuals and organizations since some aspects of capacity enhancement are best measured through in-depth, qualitative means, including one-on-one interviews, focus group

discussions and self-evaluative questionnaires. Such information and the lessons learned from them will be documented throughout the project development cycle. The Communications Specialist, in collaboration with the technical team will disseminate such information for the purposes of shared learning in different formats tailored to various audiences. SA-LED has developed standard data collection tools for each indicator. An example of one of these tools can be found in Annex 3.

Figure 3: SA-LED - Data Collection Steps

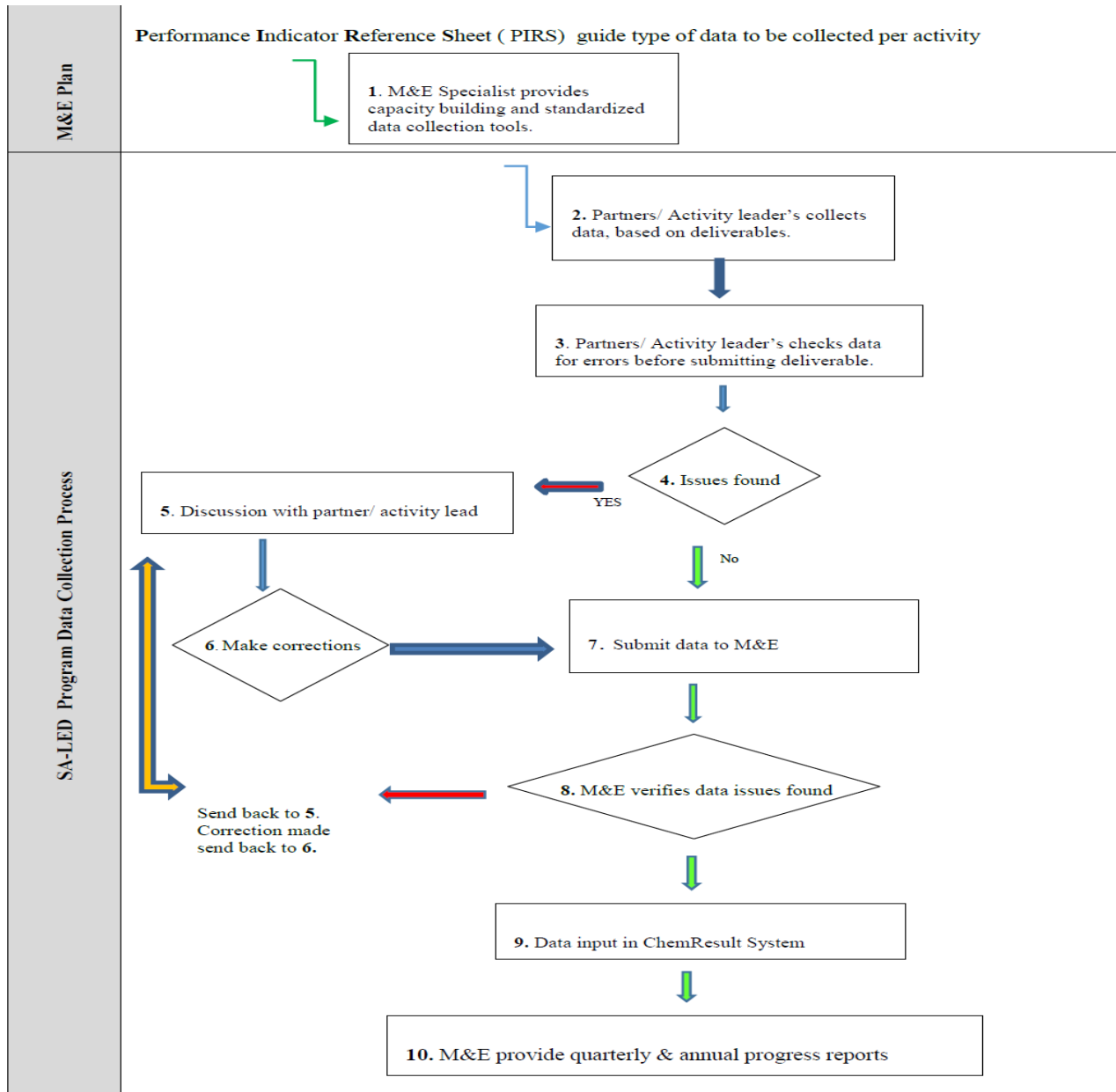


Table 2: M&E Steps

| | |
|----------------|--|
| Step 1 | M&E capacity building <ul style="list-style-type: none"> ▪ M&E Specialist provides training on data collection tools for activity leads and partners. ▪ Provides performance indicator reference sheets as reference for guidance with activity implementation. ▪ Partner/ Activity lead selects appropriate indicators for the activity they are doing. |
| Step 2 | Activity implementation <ul style="list-style-type: none"> ▪ Partner/ Activity lead collects data using standardized collection sheets/ forms based on deliverable or specific activity. |
| Step 3 | Data submission <ul style="list-style-type: none"> ▪ If data is responding to selected indicators, partner/ activity lead checks data (sheets/ forms) for errors before submitting deliverables. |
| Step 4 | Data quality <ul style="list-style-type: none"> ▪ If there are errors/issues proceed to step 5. ▪ If there are no errors/issues proceed to step 7. |
| Step 5 | Data validation <ul style="list-style-type: none"> ▪ Partner/ activity lead discusses and reviews what caused data errors and proceeds to step 6. |
| Step 6 | Data verification <ul style="list-style-type: none"> ▪ Partner/ activity lead records the error and makes corrections and then proceeds to step 7. |
| Step 7 | M&E data management <ul style="list-style-type: none"> ▪ M&E records and files data submitted. |
| Step 8 | M&E data verification <ul style="list-style-type: none"> ▪ M&E Specialist verifies submitted data, if there are errors / issues sends back to step 5 for corrections. ▪ Corrections made in step 5 send to step 6. ▪ If there are no errors / issues proceed to step 9. |
| Step 9 | Data input <ul style="list-style-type: none"> ▪ M&E captures data on DevResults/TraiNet informed by verified data sheets/ forms. ▪ Update data. |
| Step 10 | Data Reporting <ul style="list-style-type: none"> • M&E provides progress to date (life of a project) on a quarterly basis. • M&E coordinates quarterly and annual reporting. |

DATA MANAGEMENT AND STORAGE SYSTEMS

Data management and storage is a critical component for SA-LED because it enhances effective monitoring and evaluation, and ensures sufficient information is available for decision making and future reference. SA-LED will ensure that data and information generated during the project life is well managed and appropriately stored; both manually and electronically. All completed data collection forms described above will be systematically and logically filed. For instance, hard copy records items such as training attendance registers will be kept in cabinets in SA-LED's Pretoria office, organized by indicator and year of implementation. These files should be available for review during data verification, and should be kept for 3 years after the end date of the project.

SA-LED uses a web-based portfolio management system called DevResults. It is the primary tool for performance monitoring and tracking. It stores, aggregates, and reports data on all performance indicators. Several reports and analyses that provide analytical information for performance tracking and decision-making can be generated. The system also includes a document library of all source data, reports, and other monitoring documents. The program staff have already been trained on the use of the system.

Example: SA-LED DevResults Database

Welcome! Please sign in.

Email

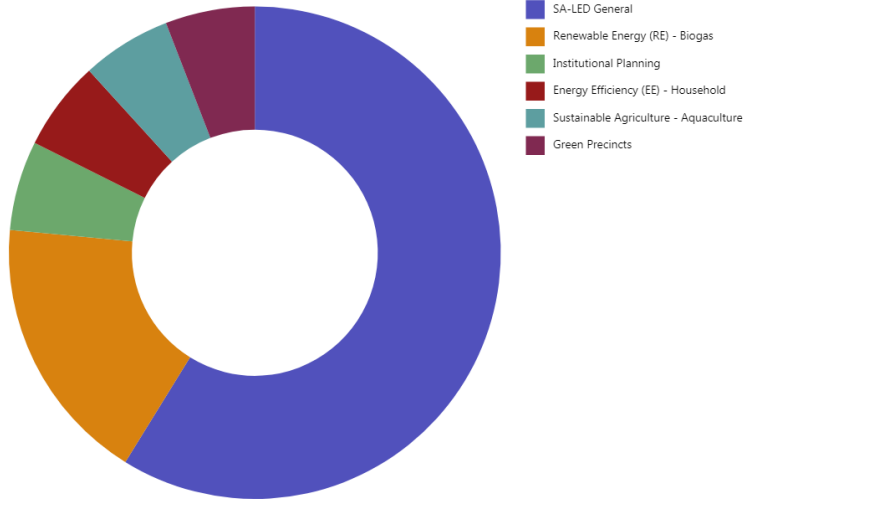
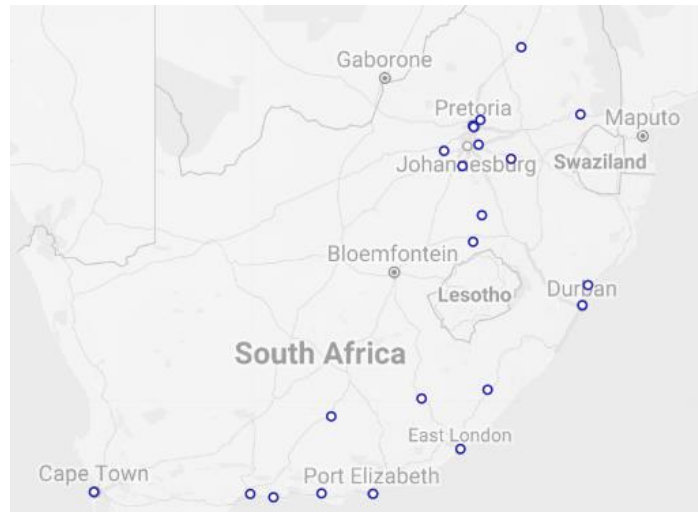
Password

Stay logged in on this computer

[Sign in](#)

Trouble logging in? [Reset password](#)

| Name | Short Name | Ref # | Start Date | End Date | Status | Primary Contact | Sectors | Tags | Objectives | Summary |
|---|---------------|------------|--------------|--------------|-----------|-----------------|----------------|-------------|--|--------------------------------------|
| Biogas for Vehicular Use Study Tour to US - Dur... | Biogas St... | SA-LED ... | 21 Jan 20... | 31 May 2... | Completed | Melusile N... | Capacity B... | Program... | Expose municipal officials to su... | SA-LED to facilitate a study tou... |
| Biogas to Renewable Natural Gas in Ethekwi... | Durban S... | SA-LED ... | 1 Jun 2017 | 30 Sep 2... | Active | Melusile N... | Renewabl... | Technica... | Provide technical assistance to ... | |
| Blue Karoo Trust Wastewater Repair System De... | Blue Karoo | SA-LED ... | 16 Jun 2... | 1 Sep 20... | Active | Christelle ... | Sustainabl... | Technica... | Design an integrated Waste Wa... | An existing project originally fu... |
| Buffalo City Metropolitan Municipality Multiple ... | BCM M G... | SA-LED ... | 1 Mar 20... | 1 Mar 20... | Active | Christelle ... | Greenhou... | Program... | Prepare a GHG inventory for B... | Technical and capacity experti... |
| Buffalo City Metropolitan Municipality Renewab... | BCM M LE... | SA-LED ... | 1 May 20... | 30 Sep 2... | Active | Jason Scha... | Institution... | Program... | Prepare a Low Emissions Devel... | Development of greenhouse g... |
| Building Analytics | Building ... | SA-LED ... | 1 Jul 2016 | 1 Oct 2018 | Active | John L Less | Energy E... | Program... | To customize ICPs successful C... | ICF finalized in December 2016... |
| Cacadu Development Agency Energy Advisory | Cacadu | SA-LED ... | 1 Mar 20... | 30 Sep 2... | Active | Christelle ... | Renewabl... | Technica... | To provide support to selected ... | Support the Project Develop... |
| Cacadu Development Agency Mohair Supply Ch... | CDA Moh... | SA-LED ... | 1 Jun 2017 | 31 May 2... | Active | Christelle ... | Sustainabl... | Technica... | The purpose of the contract is t... | Understanding the GHG implic... |
| Cambridge Institute for Sustainability Leadersh... | CISL - Eke... | SA-LED ... | 1 Jun 2017 | 30 Jun 2... | Completed | Melusile N... | Capacity B... | Program... | Capacitation of senior municip... | Capacitation of senior municip... |
| Cambridge Institute for Sustainability Leadersh... | CISL - Pra... | SA-LED ... | 1 Aug 20... | 30 Aug 2... | Planned | Anastelle ... | Capacity B... | Program... | Capacitation of municipal tech... | Capacitation of municipal tech... |
| Chris Hani District Municipality Embedding | Chris Han... | SA-LED ... | 1 Jul 2016 | 1 Sep 20... | Active | Christelle ... | Capacity B... | Program... | The objective of this activity is t... | SA-LED will provide embedded... |
| Chris Hani Institutional Assessment | CH Instit... | SA-LED ... | 1 Mar 20... | 1 May 20... | Completed | Anastelle ... | Capacity B... | Program... | To inform SA-LED capacity buil... | The activity is designed to ena... |
| City of Cape Town Small Scale Embedded Gener... | CoCT Sol... | SA-LED ... | 1 May 20... | 30 Dec 2... | Completed | Melusile N... | Renewabl... | Technica... | SA-LED support in developin a... | |
| City of Cape Town Wastewater Treatment Work... | CoCT W... | SA-LED ... | 1 Mar 20... | 30 Apr 2... | Active | Melusile N... | Energy E... | Technica... | Increase resource and energy ... | Prefeasibility study for each of ... |
| City of Tshwane Waste Water Treatment Works | CoT WWT... | SA-LED ... | 1 Nov 20... | 30 Sep 2... | Active | Christelle ... | Energy E... | Technica... | The objective of this activity is t... | |
| Co-benefits Analysis | Co-Benef... | SA-LED ... | 1 May 20... | 30 Apr 2... | Active | | | | | Global ICAT Assessment: EPA ... |
| DEA Webportal for Climate Change | Webportal | SA-LED ... | 1 Mar 20... | 30 Jul 20... | Active | Anabel Te... | Capacity B... | Program... | The development of a one stop... | SA-LED will hire a consultant t... |
| Eden District Municipality Waste Management | Eden Wa... | SA-LED ... | 1 May 20... | 30 Sep 2... | Planned | Christelle ... | Waste | Program... | | |
| Ekaruhleni Metropolitan Municipality 2 MW Roo... | 2 MW Roo... | SA-LED ... | 1 Aug 20... | 1 Oct 2018 | Completed | John L Less | Renewabl... | Technica... | Support EMM use R17m per ye... | Provide support to the munic... |
| GBCSA Energy & Water Building Portfolio Mana... | Energy St... | SA-LED ... | 1 Nov 20... | 1 Aug 20... | Active | John L Less | Energy E... | Program... | Replicate ICP's online tool that ... | The GBCSA, a local IT and Gree... |
| GBCSA Green Community Rating Tool Develop... | Green Co... | SA-LED ... | 1 Aug 20... | 1 Mar 20... | Active | John L Less | Sustainabl... | Program... | Development of the first green ... | SA-LED has supported the con... |



DATA QUALITY MANAGEMENT

We will ensure data quality in the SA-LED M&E system through the development of detailed M&E guidelines, the design and use of standardized data collection tools/templates, appropriate training of data collectors, data reviewers, data entry staff, and the pilot testing of any large-scale survey instruments. This M&E plan presents general guidelines for data collection, review, and entry; these will be supplemented and improved in further iterations of the M&E plan based on data quality reviews, which we will conduct annually. To ensure data quality management, the M&E specialist will provide continuous guidance to the technical team and consultants on the M&E system as a whole but in particular, their role in data collection and quality control. The M&E Specialist will also conduct annual Data Quality Assessments (DQAs). The DQAs will focus on examining the project's system for collecting and maintaining data, as well as the data themselves. DQAs help project teams understand how confident they should be in the data used to manage a program. DQAs examine the data quality standards described in Section 3 (validity, reliability, precision, integrity and timeliness).

The technical leads for each activity are best placed to provide initial quality control for the various M&E raw data elements. As such, they will periodically, at a minimum on a quarterly basis, review data entry spreadsheets and examine the quantitative data to identify common errors including logical inconsistencies, out-of-range values, significant departures from trends, or other errors. Should any problem be identified, the technical lead is responsible for verifying data against original sources and other forms of verification that may be required, such as cross-verification from alternate data sources. The project M&E specialist is responsible for secondary data quality control, i.e., post-data entry, and will perform basic data analysis and tabulation to identify potential erroneous data and perform a spot check by system consulting the data source, if possible.

ANALYSIS, REPORTING AND REVIEW

To enhance learning within SA-LED, among partners and other stakeholders, SA-LED regularly reports and shares progress on its performance toward expected results. Reporting is based upon quantitative and qualitative performance information. The mechanism for reporting is informed by USAID reporting requirements and standards. The first priority reports are quarterly and annual reports which are prepared regularly and are consistent with USAID's reporting guidelines, SA-LED work plans, and Performance Monitoring Plan (PMP). Reporting is done at output and outcome levels. Additionally, communications products which illustrate SA-LED success, lessons learned and highlight progress are important reporting products. These are disseminated through external and internal structures such as SA-LED Events, YouTube, Online Newsletter and other Chemonics learning series. The reporting schedule for each indicator is recorded on the individual PIRS in Annex 4.2.

The annual summary report will contain in-depth analysis of annual progress, an update of annual targets, discussions of progress and hurdles, and a presentation of success stories, lessons learned, and best practices. In addition to providing quantitative data, the technical staff will also provide a narrative reports covering major achievements during the reporting period and/or major obstacles that hampered progress. Technical leads will also be consulted for their input on the case study narratives, to capture their insights and analysis, along with those of the leads in partner organizations, using either a questionnaire or focus group methodology.

The project team will analyze data in advance of each annual project review to help inform the subsequent year's project work plan. As part of this review, we will determine if our M&E plan is effective. During the annual M&E review we will ask the following questions:

- Are the M&E activities progressing as planned?
- Does the data collected allow for effective monitoring and management of the project?
 - Is data being obtained consistently and in a timely fashion? Are they of good quality?
 - Does data allow us to answer key management questions?
 - Is other data needed to answer these questions?
 - How can such data be obtained?
 - Are there any methodological issues that need to be addressed?
- Do any changes need to be made to the M&E plan?
 - Are all M&E indicators useful for management? If not, which ones need to be revised or dropped?
 - Are there any changes in the project work plan that should be reflected in the M&E plan e.g. adding new indicators?
 - How will these changes be made?
 - Who will implement them?
- Are appropriate staff and funding still available to complete the evaluation plan?
- How are findings from M&E activities being used and disseminated?
- Should anything be done to enhance their application to the program?

If we find that changes need to be made we will adjust the methodology behind our data collection, our reporting methodology, or the indicators being employed to measure the project's work. If it is appropriate, we will add additional indicators to measure SA-LED's progress. For example, if the scope of work changes, we will expand the M&E plan to account for additional activities.

PROGRAM EVALUATION

Monitoring program performance indicates progress, but does not explain causal relationships between program activities and outcomes or impact. Evaluations help to explain “why” a certain result occurred and provide a learning opportunity for future programming. Properly timed performance evaluations can also inform mid-course corrections. Evaluations will examine whether interventions are achieving the intended results and generate learning opportunities that will inform program management and future program designs. SA-LED will work with USAID to prepare for an end of project evaluation. The end of project evaluation will be conducted by an external evaluator commissioned by USAID in the last year of the program. In accordance with the 2011 USAID Evaluation Policy, the evaluation will have the dual purposes of accountability to stakeholders and learning to improve development outcomes.

4. ANNEXES

4.1. ANNEX I: CONSOLIDATED LIST OF INDICATORS AND TARGETS

This is the list of indicators and associated targets that will be tracked and reported on over the life of the program.

* Detailed descriptions of each indicator are in the Performance Indicator Reference Sheets (PIRS) that follow.

| Indicator (Type) | Description | Unit | Data Source | GCC Indicators | Disaggregation | Data collection frequency | Baseline | Annual Targets ¹ | | Program Total |
|---|--|------------------------|---|----------------|---|---------------------------|----------|-----------------------------|--------|---------------|
| | | | | | | | | Year 4 | Year 5 | |
| PROGRAM GOAL: SUPPORT GOSA IN ITS EFFORTS TO EXPAND LOW EMISSIONS DEVELOPMENT (LED) OR GREEN GROWTH IN SOUTH AFRICA | | | | | | | | | | |
| Objective 1: Strengthen Public Sector Development Planning and Project Development Capacity for LED projects, including the ability to mobilize finance and private sector participation | | | | | | | | | | |
| <i>KRA: Innovative LED Projects Identified, Supported, and Facilitated</i> | | | | | | | | | | |
| 1. Number of LED projects provided with technical assistance (output) | Number of LED projects provided with technical assistance | # of projects assisted | Project records | N/A | Project Location; Organization type; Sector; and Type of assistance | Quarterly | 0 | 4 | 0 | 20 |
| <i>KRA: Reduced Emissions Potential in Strategic Sectors Demonstrated</i> | | | | | | | | | | |
| 2. Projected quantity of GHG emissions in metric tons of CO ₂ e, reduced or avoided by 2030 (output) | Quantity of GHG emissions (tons) reduced or avoided through SA-LED support to LED projects | Metric tons | Project or implementing organization records of GHG accounting | EG. 12-7 | Sector | Annually | 0 | 10,000 | 0 | 100,000 tons |
| 3. MW of clean energy generation capacity supported by SA-LED assistance ² | Renewable energy technologies and end-use energy efficiency technologies | MW | Project or implementing organization records documenting activities | EG. 12-5 | Project Location; and Sector | Annually | 0 | 6 MW | 1 MW | 10 MW |

¹ Definitions: Year 1: May 2015-Sept 2016; Year 2: Oct 2016-Sept 2017; Year 3: Oct 2017-Sept 2018; Year 4: Oct 2018-Sept 2019; Year 5: Oct 2019-May 2020.

² This is a LED project, with energy being one of the aspects we will work in. But SA-LED contributes to Power Africa goals and thus any energy projects we work on will be monitored and reported on. The annual targets for this indicator are not true "targets" we hope to meet necessarily but this is rather a "monitoring indicator" to make sure we can report on any clean energy generation projects SA-LED ends up supporting.

| Indicator (Type) | Description | Unit | Data Source | GCC Indicators | Disaggregation | Data collection frequency | Baseline | Annual Targets ¹ | | Program Total |
|---|---|---------------------|--|----------------|--|---------------------------|----------|-----------------------------|--------|-----------------|
| | | | | | | | | Year 4 | Year 5 | |
| <i>KRA: Resources from Development Finance Institutions (DFIs), Public Sector Finance funds (such as the SA Green Fund), and Private Sector Finance Mobilized or Leveraged</i> | | | | | | | | | | |
| 4. Value of funds in USD mobilized or leveraged to support LED projects (output) | Value of financing facilitated by SA-LED directed to projects | US\$ | Financial documentation from SA-LED-supported projects, demonstrating funding leveraged by SA-LED | EG. 12-4 | Project Location; Funding instrument; Funding source; Funding type; and Sector | Quarterly | 0 | US\$ 1.5M | 0 | US\$ 206M |
| Objective 2: Increase Public Sector Core Competencies through Technical Assistance and Learning Activities | | | | | | | | | | |
| <i>KRA: Capacities of the Public and Private Sectors to Identify, Develop, and Fund LED Projects in Strategic Sectors Strengthened and Public Planning for LED improved</i> | | | | | | | | | | |
| 5. Number of institutions with improved capacity to address LED issues (outcome) | #of institutions with improved capacity | # of institutions | Organizational Capacity Assessment Tool (OCAT), Assessment Report | EG. 12-2 | Location; and Organization type | Annually | 0 | 11 | 5 | 20 |
| 6. Number of laws, policies, regulations, or standards addressing LED formally proposed, adopted or implemented as supported by SA-LED assistance (output) | Number of municipalities that incorporate principles of LED planning into Integrated Development Plans (IDPs) and processes | # of measures | Activity reports, Municipal Integrated Development Plans, copies of strategies/regulations and documents approving a measure by the municipality | EG. 12-3 | Stage (<i>Proposed, Adopted, Implemented</i>); Municipal; Level (<i>national, sub-national</i>); and Type (<i>law, policy, regulation, standard, strategy, plan</i>) | Annually | 0 | 4 | 0 | 10 |
| <i>KRA: Technical Skills and Strategic Knowledge within Relevant National, Provincial, or Municipal Government Entities Developed and GoSA skills to Monitor, Report, and Communicate on GHG Emissions Improved</i> | | | | | | | | | | |
| 7. Number of people trained LED (output) | Number of people who have received training in various aspects of LED | # of people trained | Attendance registers | EG. 12-1 | Location; Organization type; Training type; Sex; and Aspect of LED | Quarterly | 0 | 20 | 20 | 130 |
| 8. Number of individuals receiving USAID SA-LED training who apply the new knowledge and skills | Number of individual(s) who apply the new knowledge and skills | # of individuals | Staff capacity assessment/survey reflecting application of knowledge and skills | N/A | Organization type; and Sex | Semi-annually | 0 | 49 | 12 | 92 ³ |

³ Unmet targets from Years 1-3 have been added across the 2 outer year targets in this indicator.

| Indicator (Type) | Description | Unit | Data Source | GCC Indicators | Disaggregation | Data collection frequency | Baseline | Annual Targets ¹ | | Program Total |
|---|---|------------------------------------|------------------------------------|----------------|--|---------------------------|----------|-----------------------------|--------|---------------|
| | | | | | | | | Year 4 | Year 5 | |
| <i>KRA: Key Stakeholder Knowledge & Awareness of LED Technologies and Implementation Strategies Improved</i> | | | | | | | | | | |
| 9. Number of communication products produced by SA-LED | Number of communication products produced to raise awareness and understanding of LED | # Communicati on products produced | Project Records, Shared Drive | N/A | Sector; and SA-LED general | Quarterly | 0 | 20 | 12 | 50 |
| <i>KRA: Technical Products to Facilitate GoSA Development and Management of LED Developed</i> | | | | | | | | | | |
| 10. Number of technical products developed to facilitate GoSA development and management of LED (output) | Number of technical products | # of technical products | Project records/reporting template | N/A | Sector | Annually | 0 | 3 | 1 | 8 |
| <i>KRA: Knowledge and Awareness of the Relationship between Economic, Gender, and Youth Implications of Low Emissions Development Increased</i> | | | | | | | | | | |
| 11. Number of projects supported by SA-LED that have co-benefits (output) | Number of projects with co-benefits | # of projects | Project documentation | N/A | Sector; Gender; Youth; Job opportunities; and Environmental benefits | Semi-annually | 0 | 4 | 1 | 10 |

4.2. ANNEX 2: PERFORMANCE INDICATOR REFERENCE SHEETS

The purpose of Performance Indicator Reference Sheets (PIRS) is to provide standard definitions for all SA-LED program indicators. PIRS also provide information on management of data for all the indicators. For example, data collection methods, frequency of data collection, data quality issues, and data validation processes are clearly explained.

Updating the Indicator Reference Guide

The PIRS guide will be updated preferably annually or as needed if the SA-LED program activities demand such change. Further, SA-LED will continue to liaise with USAID to follow best practices in M&E indicator design and reporting.

Performance Indicator Reference Sheets

| PERFORMANCE INDICATOR REFERENCE SHEET | | | |
|--|--------|--------|------------------|
| Objective I: Strengthen Public Sector Development Planning and Project Development Capacity for LED projects, including the ability to mobilize finance and private sector participation | | | |
| KRA: Innovative LED Projects Identified, Supported, and Facilitated | | | |
| Indicator I: Number of LED projects provided with technical assistance | | | |
| Indicator Type: Output, custom | | | |
| Activity Lead: ██████████ | | | |
| DESCRIPTION | | | |
| <p>Precise Definition(s): This indicator measures total number of municipal LED projects that have been supported (provided with technical assistance) through either conducting pre-feasibility, feasibility studies; identifying LED developmental co-benefits and GHG reduction/adaptation benefits; piloting programs to support the roll out of similar projects at scale; preparation of LED business cases, and/or financial documentation; preparation of LED bidding documents; evaluation of bidding documents; and negotiation of LED contracts and assisting projects reach to bankable stage. LED projects will be identified through multiple stakeholder interactions at municipal, provincial, and national level (vertical integration), and across relevant industries and the LED market (horizontal integration). LED projects will most likely be initiated, developed and implemented by both public (majority) and private sectors that seek to reduce or mitigate greenhouse gas emissions; and/ or projects that encourage "green growth", specifically economic growth that uses natural resources in a sustainable and efficient manner. The narrative accompanying this indicator should describe the assistance provided to these projects, inclusive of capacity building, and/or financial support as well as supporting documentation for evidence.</p> | | | |
| Measurement Unit: Number of projects | | | |
| Disaggregated by: Project location, organization type, sector, type of assistance | | | |
| Justification / Administrative Use: Measures the direct output of the SA-LED project, through the provision of advisory services to LED projects. | | | |
| DATA ACQUISITION PLAN | | | |
| Data Acquisition Frequency / Schedule: Quarterly | | | |
| Data Collection Method: Data should be collected through a review of project records and activity reports. | | | |
| Data Source(s): Project or implementing organization records documenting type of activities and activity reports. | | | |
| Estimated Cost of Data Acquisition: Medium – Level of Effort (LOE) from existing staff | | | |
| Responsible Individual(s): Program Officer/M&E | | | |
| DATA QUALITY | | | |
| Date of Initial Data Quality Assessment: TBD | | | |
| Known Limitations of Data and Importance (if any): None at this time | | | |
| Actions Taken or Planned to Address Data Limitations: None at this time | | | |
| Date for Future Data Quality Assessment: TBD | | | |
| Procedures for Future Data Quality Assessment: This will be done through verification of primary activity records and summary reports, cross checks with other sources of information and spot checks of the actual delivery of services to beneficiaries/clients. | | | |
| PLAN FOR DATA ANALYSIS, REVISION AND REPORTING | | | |
| Data Analysis: Number and percent change over time, including the type of technical assistance provided | | | |
| Data Presentation: Numeric data in charts, graphs, maps and case study narrative on each project | | | |
| Data Revision: Quarterly through progress review meetings | | | |
| Reporting of Data: Data will be reported quarterly and in annual progress reports, or as requested by USAID. Significant case studies will be converted into USAID success stories for broader dissemination. | | | |
| PERFORMANCE INDICATOR VALUES | | | |
| Baseline: 0 as of 2015 | | | |
| Life of Project (LOP) Goal: 20. The LOP goal assumes that of the projects identified, 20 will receive intensive, long-term technical assistance support to form the key case studies and stories of the SA-LED program | | | |
| Year | Target | Actual | Notes |
| 2015 | N/A | N/A | Project start up |
| 2016 | N/A | 6 | |
| 2017 | 4 | 5 | |
| 2018 | 4 | 11 | |
| 2019 | 4 | | |
| 2020 | 0 | | |
| CHANGES TO INDICATOR | | | |
| Changes to indicator: Update indicator definition, annual performance and targets | | | |
| THIS SHEET LAST UPDATED ON: November 01, 2018 | | | |

| PERFORMANCE INDICATOR REFERENCE SHEET | | | |
|---|---------------|---------------|------------------|
| Objective 1: Strengthen Public Sector Development Planning and Project Development Capacity for LED projects, including the ability to mobilize finance and private sector participation | | | |
| KRA: Reduced emissions potential in strategic sectors demonstrated | | | |
| Indicator 2: Projected quantity of GHG emissions in metric tons of CO ₂ e, reduced or avoided by 2030 | | | |
| Indicator Type: Output, GCC E.G 12-7 | | | |
| Activity Lead: ██████████ | | | |
| DESCRIPTION | | | |
| <p>Precise Definition: This indicator tracks the quantity of projected GHG emissions in metric tons reduced or avoided through SA-LED support to LED projects by aggregating the expected impact of all the individual projects supported. The project may be supported in full or in part. Results should be divided into three disaggregates: Emissions reduced or avoided from the time the project reaches financial close through 2020, from 2021 through 2025, and from 2026 to 2030. The sum of the three should be the total projected reduction or avoidance through 2030, and this will count towards the program LOP goal.</p> <p>PMO will investigate the potential for introducing the Clean Energy Emission Reduction (CLEER) tool/protocol to collect municipal-level emissions reduction data in a systematic way (https://www.cleertool.org).</p> | | | |
| Measurement Unit: Metric tons of CO ₂ e. | | | |
| Disaggregated by: Sector | | | |
| Justification / Administrative Use: Tracking the quantity of GHG emissions reduced/ avoided until 2030, so that program can hold itself accountable to its mandate to demonstrate the emissions potential reductions in SA-LED-supported projects. | | | |
| DATA ACQUISITION PLAN | | | |
| Data Acquisition Frequency / Schedule: Annually | | | |
| Data Collection Method: Individuals or organizations whose projects reach financial close or RFP issuance will calculate the amount of GHG reduced using the CLEER Tool or other carbon calculators. | | | |
| Data Source(s): Project or implementing organization records documenting type of activities. | | | |
| Estimated Cost of Data Acquisition: Low – LOE from existing team | | | |
| Responsible Individual(s): Program Officer/M&E | | | |
| DATA QUALITY | | | |
| Date of Initial Data Quality Assessment: March 15, 2016 | | | |
| Known Limitations of Data and Importance (if any): None at this time. | | | |
| Actions Taken or Planned to Address Data Limitations: None at this time. | | | |
| Date for Future Data Quality Assessment: October 11, 2017 | | | |
| Procedures for Future Data Quality Assessment: This will be done through verification of primary activity records and summary reports, cross checks with other sources of information and spot checks of the actual delivery of services to beneficiaries/clients | | | |
| PLAN FOR DATA ANALYSIS, REVISION AND REPORTING | | | |
| Data Analysis: Total quantity of GHG metric tons (tCO ₂ e) and percentage change over time, aggregated over the course of the 5 years of the program. | | | |
| Data Presentation: Numeric data in charts and graphs; copies of analyses. | | | |
| Data Revision: Annually | | | |
| Reporting of Data: Data will be reported annually or as requested by USAID | | | |
| PERFORMANCE INDICATOR VALUES | | | |
| Baseline: 0 as of 2015 | | | |
| LOP Goal: 100,000 tons | | | |
| Year | Target | Actual | Notes |
| 2015 | N/A | | Project start up |
| 2016 | N/A | 0 | |
| 2017 | 20,000 tons | 70,942 | |
| 2018 | 10,000 tons | 438,243 | |
| 2019 | 10,000 tons | | |
| 2020 | 0 | | |
| CHANGES TO INDICATOR | | | |
| Changes to indicator: Update data collection method and annual performance | | | |
| THIS SHEET LAST UPDATED ON: November 01, 2018 | | | |

| PERFORMANCE INDICATOR REFERENCE SHEET | | | |
|--|--------|--------|--------------------------|
| Objective 1: Strengthen Public Sector Development Planning and Project Development Capacity for LED projects, including the ability to mobilize finance and private sector participation | | | |
| KRA: Reduced emissions potential of SA-LED supported project demonstrated | | | |
| Indicator 3: MW of clean energy generation capacity supported by SA-LED assistance | | | |
| Indicator Type: Output, GCC EG. 12-5 | | | |
| Activity Lead: ██████████ | | | |
| DESCRIPTION | | | |
| Precise Definition: Clean energy under this indicator is defined as renewable energy technologies and end-use energy efficiency technologies. Some examples of renewable energy sources that are included in clean energy generation capacity are solar, wind, geothermal, hydroelectric, waste biomass, and biofuel energy sources. | | | |
| Clean energy generation does not include nuclear power, gas, coal and oil production, transmission, distribution, or the generation of electricity with these sources. | | | |
| This indicator is measured in Megawatts (MW). This represents the total planned capacity of the system, not the actual amount of electricity generated (MWh). Only MW from projects that have reached financial close / RFP issuance should be counted. Financial closure is when the contract or agreement to build or install a system or to provide access to new clean energy solutions is signed by all relevant parties. | | | |
| Measurement Unit: Megawatts (MW). | | | |
| Disaggregated by: Project location, sector | | | |
| Justification / Administrative Use: This indicator is used to track projected clean energy capacity and supports the mitigation strategic objective of the Global Climate Change Initiative. | | | |
| DATA ACQUISITION PLAN | | | |
| Data Acquisition Frequency / Schedule: Annually | | | |
| Data Collection Method: Individuals or organizations conducting projects will document MWV generated by each project. And this will also be calculated using the CLEAR Tool | | | |
| Data Source(s): Project or implementing organization records documenting type of activities. | | | |
| Estimated Cost of Data Acquisition: Low – LOE from existing team | | | |
| Responsible Individual(s): Program Officer/M&E | | | |
| DATA QUALITY | | | |
| Date of Initial Data Quality Assessment: October 11, 2017 | | | |
| Known Limitations of Data and Importance (if any): None at this time. | | | |
| Actions Taken or Planned to Address Data Limitations: None at this time. | | | |
| Date for Future Data Quality Assessment: TBD | | | |
| Procedures for Future Data Quality Assessment: This will be done through verification of primary activity records and summary reports, cross checks with other sources of information and spot checks of the actual delivery of services to beneficiaries/clients. | | | |
| PLAN FOR DATA ANALYSIS, REVISION AND REPORTING | | | |
| Data Analysis: Comparing targets against reach. This will also be done by technology and project. | | | |
| Data Presentation: Data in graphs/charts. | | | |
| Data Revision: Annually | | | |
| Reporting of Data: Data will be reported annually or as requested by USAID | | | |
| PERFORMANCE INDICATOR VALUES | | | |
| Baseline: 0 as of 2015 | | | |
| LOP Goal: 10 MW | | | |
| Year | Target | Actual | Notes |
| 2015 | N/A | | |
| 2016 | N/A | | New indicator as of 2017 |
| 2017 | 5 MW | 2.96 | |
| 2018 | 4 MW | 0.59 | |
| 2019 | 6 MW | | |
| 2020 | 1 MW | | |
| CHANGES TO INDICATOR | | | |
| Changes to indicator: Update data collection method, analysis and reporting and annual performance | | | |
| THIS SHEET LAST UPDATED ON: November 01, 2018 | | | |

| PERFORMANCE INDICATOR REFERENCE SHEET | | | |
|---|----------|-----------------|------------------|
| Objective 1: Strengthen Public Sector Development Planning and Project Development Capacity for LED projects, including the ability to mobilize finance and private sector participation | | | |
| KRA: Resources from Development Finance Institutions (DFIs), Public Sector Finance funds (such as the SA Green Fund), and Private Sector Finance Leveraged | | | |
| Indicator 4: Value of funds in USD mobilized or leveraged to support LED projects | | | |
| Indicator Type: Impact, Global Climate Change (GCC) Indicator EG. 12-4 | | | |
| Activity Lead: ██████████ | | | |
| DESCRIPTION | | | |
| <p>Precise Definition: Value (in USD) of non-SA-LED investments from international, national, public and/ or private sources directed to SA-LED identified projects as a result of SA-LED support. Funding may be mobilized or leveraged from the public sector (e.g., other donors) or private sector financing (e.g., corporate investments) and must be additional to USG funds invested in a program and must advance the objectives established by the USG-supported program.</p> <p>Mobilized funds can include funding reallocated by any GoSA sphere of government based on USG assistance, where partners mobilized subsidize debt or equity that unlocks project potential, partial guarantees that provide the necessary comfort to lenders to ensure the project moves forward, technical assistance that leads to funds transferred into a common funding instrument by partners, delivered in parallel, or provided in-kind. In-kind contributions include; leveraging of existing infrastructure and other non-monetary resources made available by municipalities in support of the SA-LED program, securing finance for LED by assisting with moving projects to financial closure and the stage where Requests for Proposals (RFP) can be issued.</p> <p>The technical assistance offered by SA-LED will involve business plan development, as well as the development of structured products that facilitate the conclusion and signing of loan agreements. Loan term sheets will be developed in collaboration with the short-term technical assistance of consortium partners commissioned by SA-LED.</p> <p>Examples of what mobilized funds may support above and beyond LED project finance include: Improving the enabling environment necessary for a project to move forward, funding the costs of activities advanced by the program, publicizing program results, monitoring program progress and/or outcomes, and raising awareness of climate risks and LED benefits, coordination with GoSA departments, for example, Treasury to allocate a budget line for LED projects, as well as multiple stakeholder interactions that lead to pooling, securing and/ or movement of funds towards LED projects.</p> | | | |
| Measurement Unit: Amount in USD | | | |
| Disaggregated by: Project location, funding instrument, Funding source, Funding type, sector | | | |
| Justification / Administrative Use: This indicator measures the degree to which the project is able to support government authorities to obtain funds from different sources, which is essential to implement and sustain SA-LED supported projects. Thus, it speaks to the institutional capacity of the municipalities and the viability of the SA-LED projects selected for assistance. | | | |
| DATA ACQUISITION PLAN | | | |
| Data Acquisition Frequency / Schedule: Quarterly | | | |
| Data Collection Method: When projects are executed, we will examine documentation on disbursement of funds or distribution of in-kind resources. Baseline data will outline funding already committed before SA-LED engagement. | | | |
| Data Source(s): Financial documentation from SA-LED supported projects including financial statements, grant and loan agreements, or other documentation of in-kind donations distributed. | | | |
| Estimated Cost of Data Acquisition: Low – LOE from existing staff | | | |
| Responsible Individual(s): Program Officer/M&E | | | |
| DATA QUALITY | | | |
| Date of Initial Data Quality Assessment: March 15, 2016 | | | |
| Known Limitations of Data and Importance (if any): Stakeholders and partners might be reluctant to divulge financial information for examination | | | |
| Actions Taken or Planned to Address Data Limitations: None at this time | | | |
| Date for Future Data Quality Assessment: October 11, 2017 | | | |
| Procedures for Future Data Quality Assessment: This will be done through verification of primary activity records and summary reports, cross checks with other sources of information and spot checks of the actual delivery of services to beneficiaries/clients. | | | |
| PLAN FOR DATA ANALYSIS, REVISION AND REPORTING | | | |
| Data Analysis: Amount of investment mobilized and percentage change over time. | | | |
| Data Presentation: Numeric data in charts and graphs | | | |
| Data Revision: Annually | | | |
| Reporting of Data: Data will be reported in quarterly and annual progress reports, or as requested by USAID | | | |
| PERFORMANCE INDICATOR VALUES | | | |
| Baseline: 0 as of 2015 | | | |
| LOP Goal: \$206 million | | | |
| Year | Target | Actual | Notes |
| 2015 | N/A | | Project start up |
| 2016 | N/A | US\$200,000,000 | |
| 2017 | US\$2M | US\$1,356,145 | |
| 2018 | US\$2M | US\$3,286,435 | |
| 2019 | US\$1.5M | | |
| 2020 | 0 | | |
| CHANGES TO INDICATOR | | | |
| Changes to indicator: Update annual performance and disaggregation | | | |
| THIS SHEET LAST UPDATED ON: November 01, 2018 | | | |

| PERFORMANCE INDICATOR REFERENCE SHEET | | | |
|---|---------------|---------------|------------------|
| Objective 2: Increase Public Sector Core Competencies through Technical Assistance and Learning Activities | | | |
| KRA: Capacities of the Public and Private Sector to Identify, Develop, and Fund LED Projects in Strategic Sectors Strengthened | | | |
| Indicator 5: Number of institutions with improved capacity to address LED issues | | | |
| Indicator Type: Outcome, GCC EG. I2-2 | | | |
| Activity Lead: ██████████ | | | |
| DESCRIPTION | | | |
| Precise Definition: Institutions with improved (i.e. better, additional or greater) capacity to address LED clean issues are those that have new or increased ability to use approaches, processes, strategies, or methodologies to mitigate climate change. These organizations may include national, provincial, or municipal government (such as ministries, or departments), private sector organizations, parastatal, or community or non-governmental organizations. | | | |
| Measurement Unit: Number of institutions | | | |
| Disaggregated by: Location, institution type | | | |
| Justification / Administrative Use: This indicator will help the project to assess progress in supporting institutions like municipalities to improve their ability to develop the appropriate capacity to manage LED projects. | | | |
| DATA ACQUISITION PLAN | | | |
| Data Acquisition Frequency / Schedule: Annually | | | |
| Data Collection Method: The Program Officer for M&E will lead and work with project support specialists assisting the target institutions. The Program Officer for M&E, with the assistance of relevant experts, will conduct capacity assessments with identified institutions. The same tool will be used both at pre- and post-capacity building intervention to measure impact and improvement thereof. | | | |
| Data Source(s): Organizational Capacity Assessment Tool (OCAT) and assessment report. | | | |
| Estimated Cost of Data Acquisition: Medium – LOE from existing staff | | | |
| Responsible Individual(s): Program Officer for M&E, trainers and support specialists working with targeted institutions | | | |
| DATA QUALITY | | | |
| Date of Initial Data Quality Assessment: March 15, 2016 | | | |
| Known Limitations of Data and Importance (if any): Inconsistent formulas in OCAT with the potential of generating incorrect information if not checked. Misrepresentation of information by an assessor while taking notes during the assessment. | | | |
| Actions Taken or Planned to Address Data Limitations: None at this time. | | | |
| Date for Future Data Quality Assessment: October 11, 2017 | | | |
| Procedures for Future Data Quality Assessment: Training of assessors in the use of OCAT and verifying the consistency of the formulas before the actual assessment starts. Verifying the assessment report with institutional staff. | | | |
| PLAN FOR DATA ANALYSIS, REVISION AND REPORTING | | | |
| Data Analysis: Simple percentage improvement in scores before and after intervention. Assessments will cover different areas and the percentage change in score on the 'before' and 'after' assessment will need to be aggregated across all assessments, linked to the institution. Analysis will make use of the graphs automatically generated by OCAT for comparison. | | | |
| Data Presentation: Numeric data in charts and graphs; narrative for qualitative explanation. | | | |
| Data Revision: Annually in preparation for work planning and updating of M&E plan. | | | |
| Reporting of Data: Data will be reported in annual progress reports in the years that data are captured (baseline, project mid-point, and end of project). | | | |
| PERFORMANCE INDICATORS VALUES | | | |
| Baseline: 0 as of 2015; Baseline scores need to be set through participatory exercises with each organization, with identified people for mentorship and training session participants. | | | |
| LOP Goal: 20. This LOP goal assumes that organizations eligible for capacity building include, but are not limited to: public sector and municipal level government; provincial or national level government; private sector institutions; parastatal institutions; or community or non-governmental organizations. | | | |
| Year | Target | Actual | Notes |
| 2015 | N/A | | Project start up |
| 2016 | N/A | 0 | |
| 2017 | 5 | 2 | |
| 2018 | 7 | 2 | |
| 2019 | 11 | | |
| 2020 | 5 | | |
| CHANGES TO INDICATOR | | | |
| Changes to indicator: Update Data Quality section, annual performance and targets | | | |
| THIS SHEET LAST UPDATED ON: November 01, 2018 | | | |

| PERFORMANCE INDICATOR REFERENCE SHEET | | | |
|---|--------|--------|------------------|
| Objective 2: Increase Public Sector Core Competencies through Technical Assistance and Learning Activities | | | |
| KRA: Public Planning for LED Improved | | | |
| Indicator 6: Number of laws, policies, regulations, or standards addressing LED formally proposed, adopted or implemented as supported by SA-LED assistance | | | |
| Indicator Type: Outcome, GCC EG. 12-3 | | | |
| Activity Lead: ██████████ | | | |
| DESCRIPTION | | | |
| <p>Precise Definition: This indicator tracks the number of LED-related measures or principles that, because of SA-LED project activities, are either developed and/or incorporated into municipality Integrated Development Plans or processes. SA-LED-related project activities include any awareness raising activities, capacity development activities or technical assistance provided by SA-LED to the municipality.</p> <p>Laws, policies, plans, strategies, regulations, or standards considered under this indicator are measures developed to address low emission development issues.</p> <p><i>Formally proposed</i> means that a relevant government official or organization, with decision-making authority has proposed the measure, according to established procedures, preferably publicly when this is appropriate to the given context.</p> <p><i>Adopted</i> means formally enacted by the government entity with decision making authority in their legal, regulatory or policy system.</p> <p><i>Implemented</i> means that a measure is in force or being executed in the intended geographic locations and at the intended administrative levels.</p> <p>If a measure is not yet adopted, it must at least be formally proposed within an official process to be reported. Each measure can be counted once as "proposed," once as "adopted," and once as "implemented," if applicable, within the same reporting period or across multiple reporting periods. The indicator narrative should include an explanation of when each measure is being reported.</p> <p>The narrative should be specific about what the reported number represents, particularly:</p> <ul style="list-style-type: none"> • What is the title of the measure? • At what stage is it? (officially proposed, adopted or implemented) • What is/are the institution(s) that will be implementing and/or enforcing the measure? • How does the measure contribute to climate change mitigation? | | | |
| Measurement Unit: Number of measures | | | |
| Disaggregated by: Stage (proposed, adopted, implemented); municipality; Level (national, sub-national); Type (law, policy, regulation, standard, strategy, plan) | | | |
| Justification / Administrative Use: This indicator measures the total contribution of SA-LED in improving the enabling environment for LED projects as demonstrated by municipalities showing a commitment to LED planning by referring to concepts related to emissions reductions in the Integrated Development Plans. | | | |
| DATA ACQUISITION PLAN | | | |
| Data Acquisition Frequency / Schedule: Annually | | | |
| Data Collection Method: Data on the number of measures developed, adopted or implemented by the municipality will be collected through the activity reports. | | | |
| Data Source(s): Activity reports, Municipal Integrated Development Plans, copies of strategies/regulations and documents approving a measure by the municipality | | | |
| Estimated Cost of Data Acquisition: Medium - LOE from existing staff and government authorities. | | | |
| Responsible Individual(s): Program Officer/M&E | | | |
| DATA QUALITY | | | |
| Date of Initial Data Quality Assessment: October 11, 2017 | | | |
| Known Limitations of Data and Importance (if any): If the intended result is an improved enabling environment, then the laws, policies, strategies, plans, and regulations, and procedures provides only a partial measure of success, given that effective implementation and enforcement are also critical. | | | |
| Actions Taken or Planned to Address Data Limitations: None at this time. | | | |
| Date for Future Data Quality Assessment: TBD | | | |
| Procedures for the Future Evaluations of the Data Quality: This will be done through verification of primary activity records and summary reports, cross checks with other sources of information and spot checks of the actual delivery of services to beneficiaries/clients. | | | |
| PLAN FOR DATA ANALYSIS, REVISION AND REPORTING | | | |
| Data Analysis: Number of measures municipalities implementing measures, budget allocated and personnel allocated via a count of each and then reporting a sum total: #municipalities; US\$ budgets; # of personnel | | | |
| Data Presentation: Numeric data in charts, graphs, maps and case study narratives demonstrating the journey of specific individuals and municipalities to enhance their LED planning. | | | |
| Data Revision: Annually in preparation for work planning and updating of M&E plan. | | | |
| Reporting of Data: Data will be reported in annual progress reports or as requested by USAID | | | |
| PERFORMANCE INDICATOR VALUES | | | |
| Baseline: 0 | | | |
| LOP Goal: 10 | | | |
| Year | Target | Actual | Notes |
| 2015 | N/A | | Project start up |

| | | | |
|------|-----|---|--|
| 2016 | N/A | 0 | |
| 2017 | 2 | 1 | |
| 2018 | 4 | 5 | |
| 2019 | 4 | | |
| 2020 | 0 | | |

CHANGES TO INDICATOR

Changes to indicator: Update annual performance, targets, indicator definition and disaggregation

THIS SHEET LAST UPDATED ON: November 01, 2018

| PERFORMANCE INDICATOR REFERENCE SHEET | | | |
|---|--------|--------|------------------|
| Objective 2: Increase Public Sector Core Competencies through Technical Assistance and Learning Activities | | | |
| KRA: Technical Skills and Strategic Knowledge within Relevant National, Provincial, or Municipal Government Entities Developed | | | |
| KRA: GoSA skills to monitor, report, and communicate on GHG emissions improved | | | |
| Indicator 7: Number of people trained in LED | | | |
| Indicator Type: Output GCC EG. 12-1 | | | |
| Activity Lead: ██████████ | | | |
| DESCRIPTION | | | |
| <p>Precise Definition: Number of unique individuals who have received training in various aspects of LED. An individual may be trained in several aspects but will only be counted once in the reporting period. The focus of trainings will continue to be on GoSA officials but the indicator will also count other people outside the government as and when they get trained. This indicator relates specifically to aspects regarding creating an enabling environment for the uptake of LED projects. These aspects include, the regulatory environment associated with LED project implementation and the incorporation of LED into organizational planning.</p> <p>Training is defined as a learning activity involving: 1) a setting intended for teaching or transferring knowledge, skills, or approaches; 2) a formally designated instructor or lead person; and 3) a defined curriculum, learning objectives, or outcomes.</p> <p>This indicator focuses on delivery of training that was made possible through full or partial funding from SA-LED e.g. including the provision of funds to pay instructors or lead persons, providing hosting facilities, or other key contributions necessary to ensure the delivery of the training. SA-LED staff should not be included in the calculation of people trained.</p> | | | |
| Measurement Unit: Number of people trained | | | |
| Disaggregated by: Location, organization type, training type, sex, aspect of LED | | | |
| Justification / Administrative Use: This indicator measures the project's effectiveness at providing training in various aspects related to creating an enabling environment for the implementation of LED projects. | | | |
| DATA ACQUISITION PLAN | | | |
| Data Acquisition Frequency / Schedule: Quarterly | | | |
| Data Collection Method: Individuals or organizations providing training will complete a training report template and submit it to M&E on quarterly basis. | | | |
| Data Source(s): Project or implementing organization records documenting type of training, and target audience sign-in sheets or attendance registers. | | | |
| Estimated Cost of Data Acquisition: Medium – LOE from existing staff | | | |
| Responsible Individual(s): Program Officer/M&E and training providers | | | |
| DATA QUALITY | | | |
| Date of Initial Data Quality Assessment: March 15, 2016 | | | |
| Known Limitations of Data and Importance (if any): Double counting and repetitive counting of same individuals is one of the key data limitations of this indicator. There is a possibility of training the same individuals annually and yet recording them as different individuals. | | | |
| Actions Taken or Planned to Address Data Limitations: DevResults, has a formula that enables capturing of individuals trained uniquely by quarter and year without double counting. | | | |
| Date for Future Data Quality Assessment: October 11, 2017 | | | |
| Procedures for Future Data Quality Assessment: This will be done through verification of primary activity records and summary reports, cross checks with other sources of information and spot checks of the actual delivery of services to beneficiaries/clients. | | | |
| PLAN FOR DATA ANALYSIS, REVISION AND REPORTING | | | |
| Data Analysis: Number of individuals trained in various aspects related to improving the enabling environment for the uptake of LED projects. A sum total of all individuals trained will be reported. | | | |
| Data Presentation: Numeric data in charts and graphs | | | |
| Data Revision: Annually in preparation for work planning and updating of M&E plan. | | | |
| Reporting of Data: Data will be reported in annual progress reports or as requested by USAID | | | |
| PERFORMANCE INDICATOR VALUES | | | |
| Baseline: 0 as of 2015 | | | |
| LOP Goal: 130 | | | |
| Year | Target | Actual | Notes |
| 2015 | N/A | | Project start up |
| 2016 | N/A | 33 | |
| 2017 | 36 | 117 | |
| 2018 | 31 | 411 | |
| 2019 | 20 | | |
| 2020 | 20 | | |
| CHANGES TO INDICATOR | | | |
| Changes to indicator: Update annual performance and Data Quality section | | | |
| THIS SHEET LAST UPDATED ON: November 01, 2018 | | | |

| PERFORMANCE INDICATOR REFERENCE SHEET | | | |
|--|---------------|---------------|------------------|
| Objective 2: Increase Public Sector Core Competencies through Technical Assistance and Learning Activities | | | |
| KRA 2.1: Technical Skills and Strategic Knowledge within Relevant National, Provincial, or Municipal Government Entities Developed | | | |
| Indicator 8: Number of individuals receiving USAID SA-LED training who apply the new knowledge and skills | | | |
| Indicator Type: Outcome, Custom | | | |
| Activity Lead: ██████████ | | | |
| DESCRIPTION | | | |
| Precise Definition: Number of GoSA officials who have received training who apply skills and knowledge in LED after the training was conducted. Capacity building will consist of formal training, attendance of workshops or conference, embedding technical experts, study tours, peer-to-peer learning exchanges, on-the-job training and mentorships. | | | |
| Assessments will be conducted as a follow up to training events to measure how the participants are utilizing learnt skills and knowledge from SA-LED supported training events. | | | |
| Measurement Unit: Number of officials applying skills and knowledge | | | |
| Disaggregated by: Organization type, sex | | | |
| Justification / Administrative Use: This indicator measures the project's effectiveness in building capacity and awareness of principles and standards for LED within GoSA, in order to build a sustainable base for the expansion of LED and LED projects after project-end. Training becomes effective if it results in the people trained applying what they have learnt. This will help us measure the impact of our training events. | | | |
| DATA ACQUISITION PLAN | | | |
| Data Acquisition Frequency / Schedule: Semi-annually | | | |
| Data Collection Method: M&E Specialist will conduct skills and knowledge assessments either face-to-face or virtually. | | | |
| Data Source(s): Skills and knowledge assessment tool to be developed and training evaluation reports. | | | |
| Estimated Cost of Data Acquisition: High – LOE from existing staff and experts in the GCC tool. | | | |
| Responsible Individual(s): Program Officer/M&E and training providers. | | | |
| DATA QUALITY | | | |
| Date of Initial Data Quality Assessment: March 15, 2016 | | | |
| Known Limitations of Data and Importance (if any): None at this time. | | | |
| Actions Taken or Planned to Address Data Limitations: None at this time. | | | |
| Date for Future Data Quality Assessment: TBD | | | |
| Procedures for Future Data Quality Assessment: TBD | | | |
| PLAN FOR DATA ANALYSIS, REVISION AND REPORTING | | | |
| Data Analysis: Number of people utilizing learnt skills and knowledge by sex and aspect of LED. Review of reasons why some participants may not be applying learnt skills and knowledge. | | | |
| Data Presentation: Numeric data in charts and graphs and reports. | | | |
| Data Revision: Annually in preparation for work planning and updating of M&E plan. | | | |
| Reporting of Data: Data will be reported in quarterly and annual progress reports or as requested by USAID | | | |
| PERFORMANCE INDICATOR VALUES | | | |
| Baseline: 0 | | | |
| LOP Goal: 92 officials | | | |
| Year | Target | Actual | Notes |
| 2015 | N/A | | Project start up |
| 2016 | N/A | 0 | |
| 2017 | 31 | 3 | |
| 2018 | 37 | 66 | |
| 2019 | 49 | | |
| 2020 | 12 | | |
| CHANGES TO INDICATOR | | | |
| Changes to indicator: Update reworded indicator, annual performance and targets | | | |
| THIS SHEET LAST UPDATED ON: November 01, 2018 | | | |

| PERFORMANCE INDICATOR REFERENCE SHEET | | | |
|---|--------|--------|------------------|
| Objective 2: Increase Public Sector Core Competencies through Technical Assistance and Learning Activities | | | |
| KRA 2.3: Key Stakeholder Knowledge and Awareness of LED Technologies and Implementation Strategies Improved | | | |
| Indicator 9: Number of communication products produced by SA-LED | | | |
| Indicator Type: Output, Custom | | | |
| Activity Lead: ██████████ | | | |
| DESCRIPTION | | | |
| <p>Precise Definition: Communication products seek to raise awareness of the SA-LED program and its various service offerings, as well as increase literacy and understanding of low emission technologies as a mechanism to achieving green growth. The communication function for the SA-LED program is two-fold, fulfilling both an external public relations awareness as well as an internal service to the technical assistance and capacity building team to repackage knowledge management tools for various audiences.</p> <p>Communication products may include annual communication plans, engagement strategies or outputs (articles, advertorial, case studies, success stories, fact sheets, collateral, brochures) that strengthen awareness and literacy of LED among key stakeholders and support the technical component of improved project planning and capacity building of the SA-LED Program.</p> <p>Products will be developed to be published across a variety of platforms and channels as deemed appropriate for the targeted audience and be sector-specific as required to offer niche information across flagship industries such as energy, transport, waste or buildings. The online repository of information will be populated with program documents and toolkits and guidelines.</p> <p>Same product distributed across different channels does not count.</p> | | | |
| Measurement Unit: Number of communication products produced by the SA-LED | | | |
| Disaggregated by: Sector, SA-LED general | | | |
| Justification / Administrative Use: There is an assumption that the objectives of the Climate Change White Paper (CCWP) have not been articulated into practice and that the level of understating and awareness of LED projects among public sector actors is limited. The communication plan will support the SA-LED program objectives as a parallel process and work to promote the concept of green growth and track the progress, success and lessons learned of the program through various documented products. | | | |
| DATA ACQUISITION PLAN | | | |
| Data Acquisition Frequency / Schedule: Quarterly reports will be accompanied by a project profile or success story. Periodic qualitative evaluations on impact of communications plans. Monthly activity reports summarizing staff activities will be generated for USAID. | | | |
| Data Collection Method: Information on products developed will be retrieved from SA-LED shared drive that houses all communication related activities. | | | |
| Data Source(s): Project or implementing organization records documenting type of products produced and the actual product produced | | | |
| Estimated Cost of Data Acquisition: Medium - LOE from existing staff | | | |
| Responsible Individual(s): Program Officer/Communications and Outreach | | | |
| DATA QUALITY | | | |
| Date of Initial Data Quality Assessment: TBD | | | |
| Known Limitations of Data and Importance (if any): None at this time. | | | |
| Actions Taken or Planned to Address Data Limitations: None at this time. | | | |
| Date for Future Data Quality Assessment: TBD | | | |
| Procedures for Future Data Quality Assessment: TBD | | | |
| PLAN FOR DATA ANALYSIS, REVISION AND REPORTING | | | |
| Data Analysis: Comparison of targets against the actual number of communication products developed | | | |
| Data Presentation: Numeric data in charts, graphs, and maps | | | |
| Data Revision: Annually in preparation for work planning and updating of M&E plan. | | | |
| Reporting of Data: Data will be reported quarterly, or as requested by USAID | | | |
| PERFORMANCE INDICATOR VALUES | | | |
| Baseline: 0 | | | |
| LOP Goal: 50 | | | |
| Year | Target | Actual | Notes |
| 2015 | N/A | | Project start up |
| 2016 | N/A | 1 | |
| 2017 | 10 | 10 | |
| 2018 | 20 | 7 | |
| 2019 | 20 | | |
| 2020 | 12 | | |
| CHANGES TO INDICATOR | | | |
| Changes to indicator: Update annual performance | | | |
| THIS SHEET LAST UPDATED ON: November 01, 2018 | | | |

| PERFORMANCE INDICATOR REFERENCE SHEET | | | |
|--|--------|--------|------------------|
| Objective 2: Increase Public Sector Core Competencies through Technical Assistance and Learning Activities | | | |
| KRA 2.5: Technical Products to Facilitate GoSA Development and Management of LED Developed | | | |
| Indicator 10: Number of technical products developed to facilitate GoSA development and management of LED | | | |
| Indicator Type: Output, Custom | | | |
| Activity Lead: ██████████ | | | |
| DESCRIPTION | | | |
| Precise Definition: Technical products are defined as procedures, protocols, approaches, practices, software applications, institutions or systems that enhance the ability of institutions (like municipalities) or project officers to implement LED projects. Products might also refer to technical knowledge, approaches, management, technical practices, manuals, models, training kits, case studies, reports, procedures or systems to develop LED projects. Products might also include components leading to the development of a Green Project Development Manual. We will count a product only once regardless of stage of development, and we will not report on its continued use over time. | | | |
| Measurement Unit: Number of technical products | | | |
| Disaggregated by: Sector | | | |
| Justification/Administrative Use: This indicator is a measure of USG contribution to improving the institutional capacity for GoSA to facilitate the implementation of LED projects, especially at the municipal level, through science-based tools and approaches. This directly addresses the lack of capacity and technical skills and knowledge at the municipal level, which is a major constraint to LED project development. | | | |
| DATA ACQUISITION PLAN | | | |
| Data Acquisition Frequency/Schedule: Annually | | | |
| Data Collection Method: The SA-LED team will collect data on tools developed, tested and/or adopted using project-supplied data collection forms and templates during routine project monitoring. Those responsible for the tool development and use conduct the primary quality control. | | | |
| Data Source(s): The actual product and project records that describe the tools and evidence that they have been developed, tested, and/or adopted as well actual tools (where possible). | | | |
| Estimated Cost of Data Acquisition: Medium – LOE from consortium partners and staff | | | |
| Responsible Individual(s): SA-LED team and partner institution experts. | | | |
| DATA QUALITY | | | |
| Date of Initial Data Quality Assessment: TBD | | | |
| Known Limitations of Data and Importance (if any): None at this time. | | | |
| Actions Taken or Planned to Address Data Limitations: None at this time. | | | |
| Date for Future Data Quality Assessment: TBD | | | |
| Procedures for Future Data Quality Assessment: This will be done through verification of primary activity records and summary reports, cross checks with other sources of information and spot checks of the actual delivery of services to beneficiaries/clients. | | | |
| PLAN FOR DATA ANALYSIS, REVISION AND REPORTING | | | |
| Data Analysis: The products will be counted and then a sum total will be reported. There will also be supplemental qualitative analysis by the experts to verify content quality and relevance. | | | |
| Data Presentation: Numeric data in charts and graphs | | | |
| Data Revision: Annually in preparation for work planning and updating of M&E plan. | | | |
| Reporting of Data: Data will be reported in annual progress reports or as requested by USAID | | | |
| PERFORMANCE INDICATOR VALUES | | | |
| Baseline: 0 | | | |
| LOP Goal: 8 | | | |
| Year | Target | Actual | Notes |
| 2015 | N/A | | Project start up |
| 2016 | N/A | 0 | |
| 2017 | 2 | 3 | |
| 2018 | 2 | 1 | |
| 2019 | 3 | | |
| 2020 | 1 | | |
| CHANGES TO INDICATOR | | | |
| Changes to indicator: Update targets and annual performance | | | |
| THIS SHEET LAST UPDATED ON: November 01, 2018 | | | |

| PERFORMANCE INDICATOR REFERENCE SHEET | | | |
|--|---------------|---------------|------------------|
| Objective 2: Increase Public Sector Core Competencies through Technical Assistance and Learning Activities | | | |
| KRA 2.4: Knowledge and Awareness of the Relationship between Economic, Gender, and Youth Implications of Low Emissions Development Increased | | | |
| Indicator 1 I: Number of projects supported by SA-LED that have co-benefits | | | |
| Indicator Type: Output, Custom | | | |
| Activity Lead: ██████████ | | | |
| DESCRIPTION | | | |
| Precise Definition: This indicator tracks the number of projects that are supported by SA-LED that have co-benefits besides a GHG emissions benefit. Examples of co-benefits that can be realized include gender and youth inclusiveness and environmental benefits (e.g. air quality or water quality). Analysis of these co-benefits can be conducted independent of project officers or developers, or can be conducted in tandem with these officials as part of capacity building efforts. Such analyses will refer to the co-benefits of LED, to demonstrate the causal pathways to positive sustainable development outcomes emerging from LED efforts, with a particular focus on the benefits for the environment, economy, women and youth. | | | |
| Measurement Unit: Number of projects | | | |
| Disaggregated by: Sector, youth, gender, job opportunities, environmental benefits | | | |
| Justification / Administrative Use: The co-benefit analyses will include impacts of projects on women and youth, job creation potential and environmental benefits. These analyses will be conducted pre- and/ or during the project development cycle and after the project has been implemented where applicable. | | | |
| DATA ACQUISITION PLAN | | | |
| Data Acquisition Frequency / Schedule: Semi-annually | | | |
| Data Collection Method: Individuals or organizations conducting the analyses documents. | | | |
| Data Source(s): Project or implementing organization records documenting type of activities. | | | |
| Estimated Cost of Data Acquisition: Low – LOE from existing team | | | |
| Responsible Individual(s): Activity Lead | | | |
| DATA QUALITY | | | |
| Date of Initial Data Quality Assessment: TBD | | | |
| Known Limitations of Data and Importance (if any): None at this time. | | | |
| Actions Taken or Planned to Address Data Limitations: None at this time. | | | |
| Date for Future Data Quality Assessment: TBD | | | |
| Procedures for Future Data Quality Assessment: TBD | | | |
| PLAN FOR DATA ANALYSIS, REVISION AND REPORTING | | | |
| Data Analysis: Total number of projects compared with the actual results | | | |
| Data Presentation: Numeric data in charts and tables | | | |
| Data Revision: Annually | | | |
| Reporting of Data: Data will be reported in annual progress reports or as requested by USAID. | | | |
| VALUES OF THE PERFORMANCE INDICATORS | | | |
| Baseline: 0 | | | |
| LOP Goal: 10 | | | |
| Year | Target | Actual | Notes |
| 2015 | N/A | | Project start up |
| 2016 | N/A | 0 | |
| 2017 | 3 | 2 | |
| 2018 | 4 | 3 | |
| 2019 | 4 | | |
| 2020 | 1 | | |
| CHANGES TO INDICATOR | | | |
| Changes to indicator: Update indicator definition, targets and annual performance | | | |
| THIS SHEET LAST UPDATED ON: November 01, 2018 | | | |

4.3 Annex 3: Example of Reporting Template



USAID
FROM THE AMERICAN PEOPLE

SOUTH AFRICA

Low Emissions Development Program

SA-LED Indicator Reporting Template

Number of LED projects provided with technical assistance

| | | | |
|--------------------------------------|-----------------|-----------------------------------|-------------------------------|
| Project Name | | Sector | Choose an item. |
| Municipality/Project Location | | Type of Assistance | Choose an item. |
| Organization Type | Choose an item. | Report Submission Date | Click or tap to enter a date. |
| Quarterly Reporting Period | Choose an item. | Quarterly Reporting Period | Choose an item. |
| Technical Lead | Choose an item. | Designation | Choose an item. |

Project Description (brief 2-4 sentences):



[Briefly describe the purpose of this project.]

Note: To delete any tip (such as this) just click it and start typing. If you're not yet ready to add your own text, just click a tip and press spacebar to remove it.

SA-LED Support Description/Technical Assistance Provided



[Provide the required description of the technical assistance provided for this project.]

Description of Back-up Documentation



[List all specific supporting documentation as evidence of technical assistance provided.]

Next Steps/Follow Up Activities

<Follow up activity #1: Brief description of next steps/follow up>

<Follow up activity #2: Brief description of next steps/follow up>

Approved by Supervisor: Choose an item. **Signature:**

enter a date.

Click or tap to

2 November 2018

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