ALCP | Alliances Caucasus Programme

REGIONAL MARKET ALLIANCES IN THE SOUTH CAUCASUS

RESULTS MEASUREMENT MANUAL

Written for the SDC project the Mercy Corps implemented Alliances Caucasus Programme by

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ALCP Alliances Caucasus Programme
REGIONAL MARKET ALLIANCES IN THE SOUTH CAUCASUS

The Alliances Caucasus Programme (ALCP) is a Swiss Agency for Development and Cooperation market systems development project, implemented by Mercy Corps Georgia working in the dairy, beef, sheep and honey sub-sectors in Georgia, Armenia and Azerbaijan rural regions all highly dependent on livestock production. The programme has been audited according to the Donor Committee for Enterprise Development (DCED) Standard and is committed to the successful implementation and measuring of Women's Economic Empowerment.

Project Time Frame: The new phase of the ALCP began on April 1st 2017 and is set to run until March 31st 2021.

The purpose of the ALCP to reduce poverty and exclusion in rural areas of Georgia and in border and other regions of Armenia and Azerbaijan thanks to higher income and employment opportunities in more sustainable livestock, honey and related market systems.

The programme is run according to the ***M4P (Making Markets Work for the Poor Approach)*** a market systems development approach which ***facilitates*** key market players in the relevant value chains to address key constraints in core markets and supporting functions to exploit pro poor opportunities for growth. Sustainability is built in through a minimum co-investment of 35% from the market players with whom it invests.

Targets: The previous phases of the Alliances programme have considerably exceeded their targets, impact which is bolstered by systemic change. *The* ***ALCP Target*** is to reach 20,000 households, who will benefit directly and indirectly through improved services, markets and operating environment, with increased income from sales, reduced production & transaction costs, increased net worth and employment. The targeted net additional attributable income for farmers is 8 million Gel. For more information please go to: www.alcp.ge

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ABBREVIATIONS

AJ: Ajara

AF: Application Form

TOs: Themes Officers:

BDS: Business Development Services

CPC: Cheese Producing Centre

DRR: Disaster Risk Reduction

FS&H: Food Safety and Hygiene

GEL: Georgian Lira (currency)

GOI: Gender Overt Intervention

GSI's: Gender Sensitized Interventions

IP: Investment Plan

ISF: Investment Support Facility

KK: Kvemo Kartli

MAP: Monitoring Action Plan

M&E: Monitoring and Evaluation / Results Measurement (RM)

M4P: Make Markets Work for the Poor Approach

MC: Mercy Corps

MCC: Milk Collection Centre

RC's: Results Chains

RM: Results Measurement

IRC's: Intervention Level Results Chains

OH: Outcome Harvesting

OMC: Outcome Monitoring Concept

ORC's: Outcome Level Results Chains

SDC: Swiss Agency for Development and Cooperation

GLOSSARY[1]

Activity: A discrete piece of work, typically represented by a contract between the programme and a contractor, partner or consultant. Interventions typically consist of several activities that are intended to achieve change at various different points in the overall market system.

Aggregate: To combine the impact a programme has caused from various interventions; overlap must be taken into account when aggregating impact.

Assess: To gauge the change in an indicator using quantitative and/or qualitative methodologies.

Assumption: Hypotheses about factors or risks, which could affect the progress or success of a development intervention.

Attribution: The ascription of a causal link between observed (or expected to be observed) changes and a specific intervention.

Baseline: An analysis describing the situation prior to a development intervention, against which progress can be assessed or comparisons made.

Calculate: To compute the value of an indicator based on several different pieces of information.

Copying: The target group of the programme (e.g. smallholder farmers, poor households, etc.) copying behavioural changes that those affected directly by programme activities have adopted.

Crowding in: Enterprises (e.g. importers/exporters, wholesalers, retailers) other than the programme target group copying behaviours that those enterprises affected by programme activities have adopted. This term can also apply to government agencies or civil society organizations who copy behaviours of those who are directly involved in the programme.

Counterfactual: Pervasive factors with specific relevance to the agricultural sector in the operating environment which can have positive or negative effects and which must be considered when separating programme effects from what would have happened anyway (attribution). Such as: economic conditions including the rate of inflation, rate of interest, lending, new laws implemented (e.g. food safety and hygiene, export and import), other projects and donor activities in sector and/or area

Direct impact: Changes that are caused as a result of programme interventions on service providers with which the programme has had significant contact and target beneficiaries. Direct impact does not include the results of systemic changes such as copying or crowding in.

Displacement: In a static market, expansion of some enterprises supported by the programme may come at the expense of the market share of other enterprises. This negative effect is referred to as displacement.

Donor Committee for Enterprise Development (DCED): With 22 members comprised of bi- and multilateral donors and agencies as well as private foundations the committee has a vision of making PSD more effective. It has three strategic priorities; sharing knowledge and experience between donors, development agencies and field programmes; developing and disseminating knowledge and guidance on good practice in PSD; and communicating evidence on results in PSD. The DCED developed and maintains the DCED standard for Results Measurement a set of 'must' and 'recommended' guidelines against which PSD and market development programmes may be audited for results measurement systems 'in place' or 'in use', by DCED consultants. The audit has become an influential global benchmark of monitoring and measurement quality in PSD and market development programmes.

[1] Taken and adapted from the DCED Standard Version VIII January 2017

Estimate: An approximation of the value of an indicator or of attribution based on information gathered.

Impact: Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

Impact Assessment: The process of estimating a programme's impact on enterprises, poverty reduction and/or other development goals.

Indirect impact: Changes caused, at least partly, by programme activities, which cannot be linked in a direct line to organizations or enterprises with which the programme has had significant contact. Indirect impact includes the results of systemic changes such as copying and crowding in. and second order changes resulting from a programme's direct or indirect impact, for example changes in non-targeted sectors or changes in local economies resulting from the increased purchasing power of a programme's target beneficiaries.

Indicators: Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development sector.

Information gathering: The collection of qualitative and quantitative information to measure the changes resulting from a programme at any level of the programme's results chain and to estimate attribution.

Intervention: A coherent set of activities that are designed to achieve a specific system change, reflected in one results chain an intervention is generally as subset of a component.

Job: Full-time equivalent, taken over one year (240 days/year); may be seasonal or paid in kind, but does not include unpaid family labour.

Monitoring Action Plan Meeting (MAP): A bi-monthly MAP meeting, where Theme officers' aggregate impact to date per output for which they are responsible, with the help of the RM team and present it to each other and management. MAP's operationalize; broad staff ownership of RM, communication between RM staff and Programme Staff ongoing troubleshooting of issues which ensue and ongoing of calibration of intervention (management and monitoring) based on data.

Measure: To assess the value of an indicator.

Methodology: A means to assess the value of indicators, for example a survey, focus group discussion or key informant interviews.

Monitoring: A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.

Overlap: When two different interventions reach the same target group there is a risk of overlap. Programmes need to correct for overlap instead of adding the impact of all interventions (when overlap is likely) in order to avoid double counting.

Programme: A programme is the typical unit of analysis for a donor, often contracted to one overall partner or company. A programme consists of several components.

Projection: A reasonable estimate of future results, based on current, informed knowledge about the overall system.

Proxy indicator: An indicator for which measurable change is clearly and reliably correlated with an indicator of a change that the programme aims to achieve (but is more practical to measure).

Reasonable: A conclusion that an external, unbiased and relatively informed observer would come to.

Results Chain: The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts and feedback.

Results Measurement: The process of designing a measurement system in order to estimate a programme's impact so that it can be used to report results and improve project management.

ROI (Return on Investment): A sustainability indicator of the business model, defining its level of financial independency. A Predictive Return on Investment is calculated for larger investments. A predictive ROI is based on the baseline figures obtained in the *Investment Plan,* which enables the definition of the optimal share i.e. percentage % co-investment per intervention and the construction of a timeline for the breakeven point of the co-investment. It is a decision making tool in planning investments, setting targets and measuring impact.

Sector Wide Behaviour Change: Changes in the wider target sector with lead actors other than those directly targeted e.g. elements of government, media, business organizations, INGO's which may be directly or partly attributable to systemic changes brought about by the programme or indeed may be qualitative systemic changes themselves. Includes wide reaching changes in rules, perceptions, attitudes as well as in supporting functions.

Social Return on Investment (SROI): Shows the benefits provided by service providers to SSLP's expressed in terms of additional income, increased sales and reduced transaction costs. A Predictive Social Return on Investment is calculated for larger investments. It is the main means of quantifying the broader impact of an intervention on the target group i.e. SSLP's. Once raw financial data is received on-going financial calculations are made and an annual SROI calculated per investment. SROI is used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments. The programme calculates SROI according to the following formula: SROI = (Farmer's NAIC - Cost of investment) / Cost of investment

Survey: Gathering information from a specific number of respondents in a specific population generally using a set of questions for which the answers can be quantified.

Sustainability: The continuation of benefits from a development intervention after major development assistance has been completed and the probability of continued long term benefits. (For measurement purposes, sustainability will be indicated by continuation of benefits at least two years after the end of a programme).

Synergistic Effect: whereby the impact of multiple interventions is greater than that of single interventions taken together. Interventions in the first two phases of the ALCP were clustered geographically to provide supporting functions, services to the core market and governance interventions to obtain maximum benefit for beneficiaries. Where this was the case Impact Assessment has measured the combined effect of interventions and has observed a *synergistic effect.*

Systemic change: Systemic change is change in the underlying causes of market system performance that leads to a better-functioning, more pro-poor market system. A systemic change must have three characteristics: scale, sustainability and resilience. If a programme aspires to systemic change, it must define what is, and is not, systemic change. This must be in a format that can be monitored.

Target enterprises: The enterprises that a programme aims to benefit.

Target Group: The clearly defined group of people the programme aims to benefit.

Unintended Effects: Any changes that are due to a programme's activities and that were not anticipated when designing the activities. These impacts may be positive or negative.

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INTRODUCTION

The Alliances programme, working in the livestock market system in Georgia, funded by the Swiss Development Cooperation (SDC), implemented by Mercy Corps Georgia and run in strict accordance with the M4P (Making Markets Work for the Poor) Approach began in 2008 in Samstkhe-Javakheti (SJ), Georgia. Alliances Kvemo Kartli (KK) was opened in 2011 with a second phase awarded to SJ. In 2014, the second phase of an expanded Kvemo Kartli was merged with a new branch of the programme in Ajara and a two year 'standby phase' (monitoring and sustainability phase) in SJ to form the Alliances Lesser Caucasus Programme (ALCP). From 2014 under the ALCP, Alliances management, programming and operations were fully harmonized. The programme has achieved substantial scale and systemic change well beyond the initial designated programme areas and targets and devoted itself to learning, excellence and participation in a global community of practice in Market Systems Development (MSD) including being successfully audited by the DCED Standard for Results Measurement (Donor Committee for Enterprise Development) in 2014 and 2017. It has furthered learning and practice in Women's Economic Empowerment and harnessed market systems programming to generate significant impact in transversal themes.

The programme has extensive networks and works in partnership with all levels of the private sector, civil society and government. This background formed the basis for the four year Alliances Caucasus Programme (ALCP) 2017-2021, which utilizes the platform created by the ALCP to significantly contribute to the goal of the new South Caucasus Swiss Development Cooperation Strategy 2017-2020.

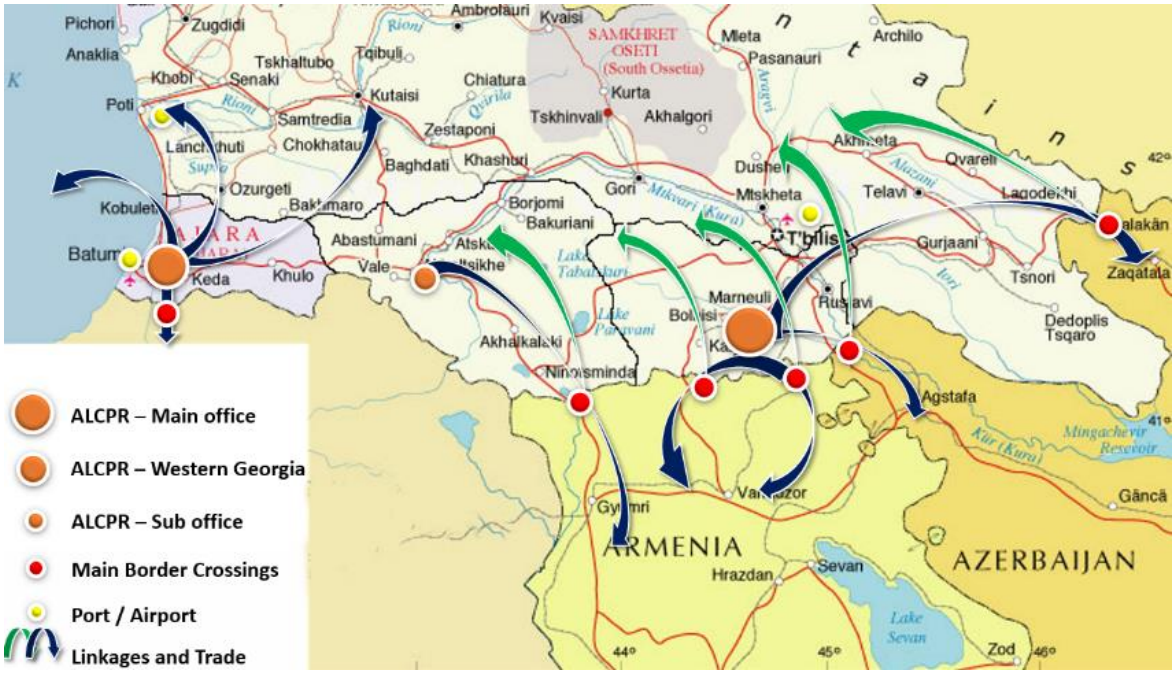

Figure 1 ALCP Outreach and Logistics

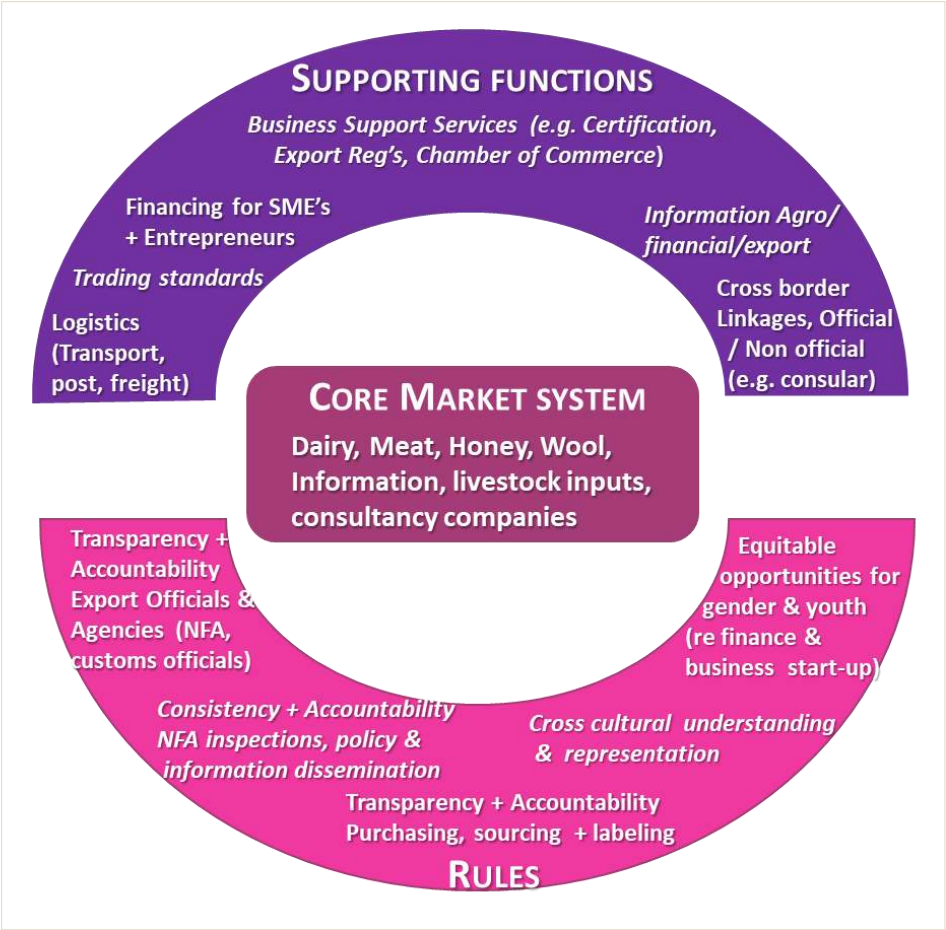

Figure 2 ALCP Livestock Market System

This SDC strategy sees a strengthening of the regional approach in the South Caucasus through the promotion of areas of mutual and beneficial interest between Armenia, Azerbaijan and Georgia. These include cross-border initiatives in trade and the extension of services and inputs through the lens of agriculture based economic development, which is considered to offer substantial opportunities for regional development and the rural populations of these three countries. The ALCP programme facilitates interventions in the livestock and honey market systems to safeguard ongoing sustainable growth, and promote new growth that includes ensuring access for SME's and livestock and honey producers to cross border and other export markets. It also exploits available entry points for the transfer of inputs and services successfully developed in Georgia to Armenia and Azerbaijan to enhance cross border linkages. Entrepreneurialism and job creation especially for women, the access to finance and financial literacy that is required to make this happen for SME's and start-ups as well as increased income from sustainable supply opportunities and stable quality inputs which increase productivity are the key indicators of impact.

OVERVIEW OF THE SYSTEM

The *ALCP Results Measurement (RM)*[2] System has been developed in compliance with *the Donor Committee for Enterprise Development Guidelines*[3] for:

- Measuring programme progress against objectives
- Usage as an internal programme management tool
- Informing interventions and learning
- Feeding into and satisfying SDC reporting requirements
- Learning broad lessons from the M4P programme

The *ALCP Results Measurement Manual* is a key document for use by programme personnel and gives in full detail and in logical order:

- Results Measurement procedures carried out in the ALCP
- Results Measurement documents used by the ALCP
- Roles, responsibilities and activities to be undertaken by programme staff to ensure the proper functioning of the RM system.

Overview of the RM System ethos:

1. Articulating the Results Chain
2. Developing and Supporting the Intervention Rationale
3. Defining and Capturing Change: The Monitoring Plan
4. Measuring attributable change
5. Estimating Attributable Change
6. Capturing Wider Changes in the System or Market
7. Tracking Programme Costs
8. Reporting costs and results
9. Integrating Transversal Themes
10. RM as a Decision Making Tool: Managing the system for results measurement

[2] The ALCP Monitoring and Evaluation system has changed its name to Results Measurement system (RM). However, the old name might be still seen in the old monitoring documents.

[3] See www.enterprise-development.org

SYSTEM ETHOS

The key concept behind the system is that *management and Results Measurement are interdependent*. RM forms part of the management of the programme through an iterative cycle of *data gathering, analysis and real world feedback* which results in better calibration of interventions for pro poor growth and for impact for the target group (See Figure 1). The quality of the RM output is assured by clear and accurate assignation of roles and responsibilities and coordination to ensure timeliness within the system. The key programme tools for ensuring this interdependence, are the *Weekly Results Measurement Activity Report* sent to the entire ALCP[4] and the bi-monthly *Monitoring Action Plan Meeting (Bi-monthly MAP meeting)* where Theme Officers aggregate impact to date with the help of the RM team and Information Coordinator and present it to each other and management. The *main quantitative* and *qualitative indicators* should be included in the MAP documents. The monthly *MAP* ensures that there is:

- Broad staff ownership of RM
- Communication between RM staff and Programme Staff is managed and improved
- Ongoing troubleshooting of issues which ensures
- Ongoing of calibration of intervention (management and RM) based on data

MEASURING MARKET DEVELOPMENT

As a market development programme results are measured using the *universal impact indicators: jobs, scale and net attributable income change (NAIC)* as well as *qualitative indicators to capture behaviour change* and are geared to evaluating intervention sustainability over time i.e. *systemic change within the system*. *Results Chains (RCs)* are the basis for all interventions. The results chains allow the programme strategy as detailed in the log frame to be elaborated upon in-line with real world stakeholders and conditions and are the *key programme management tool linking programme management with results management.* Results chain boxes are ascribed a target, an indicator and a baseline, which form the basis of monitoring plans. The Programme has a quantitative *Monitoring Plan 1* and a qualitative *Monitoring Plan 2*.

The programme collects sex and age disaggregated data to improve targeting of girls and women and is dedicated to meaningful gender disaggregation of the data reported and gender sensitizing of interventions through assigning gender sensitized boxes to the results chains. See Figures 3, 4 & 5 for diagrammatic representations of the RM System, the key chronological steps in its implementation and the roles and responsibilities of those involved. *Not*e: This Manual is to be used in conjunction with the SDC approved ALCP *Investments Manual Version 2 2015-2019 which* documents and contains all programmatic procedures and documentation of the programme.

[4] Weekly programme reports are sent from each office on a Monday also, so all staff are appraised by Monday lunchtime of what is happening across the programme in programme and in results measurement.

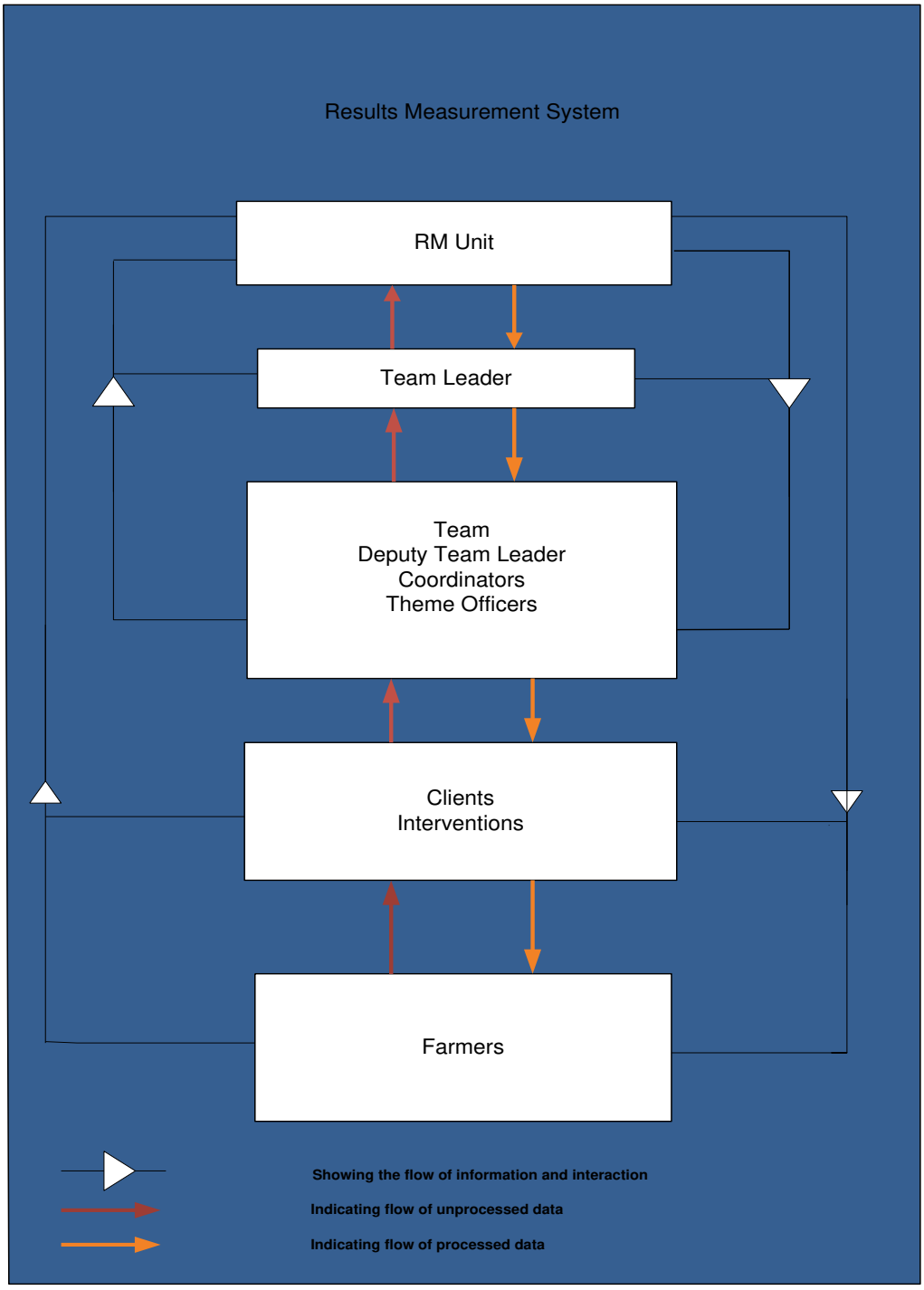

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Figure 3 ALCP Results Measurement System

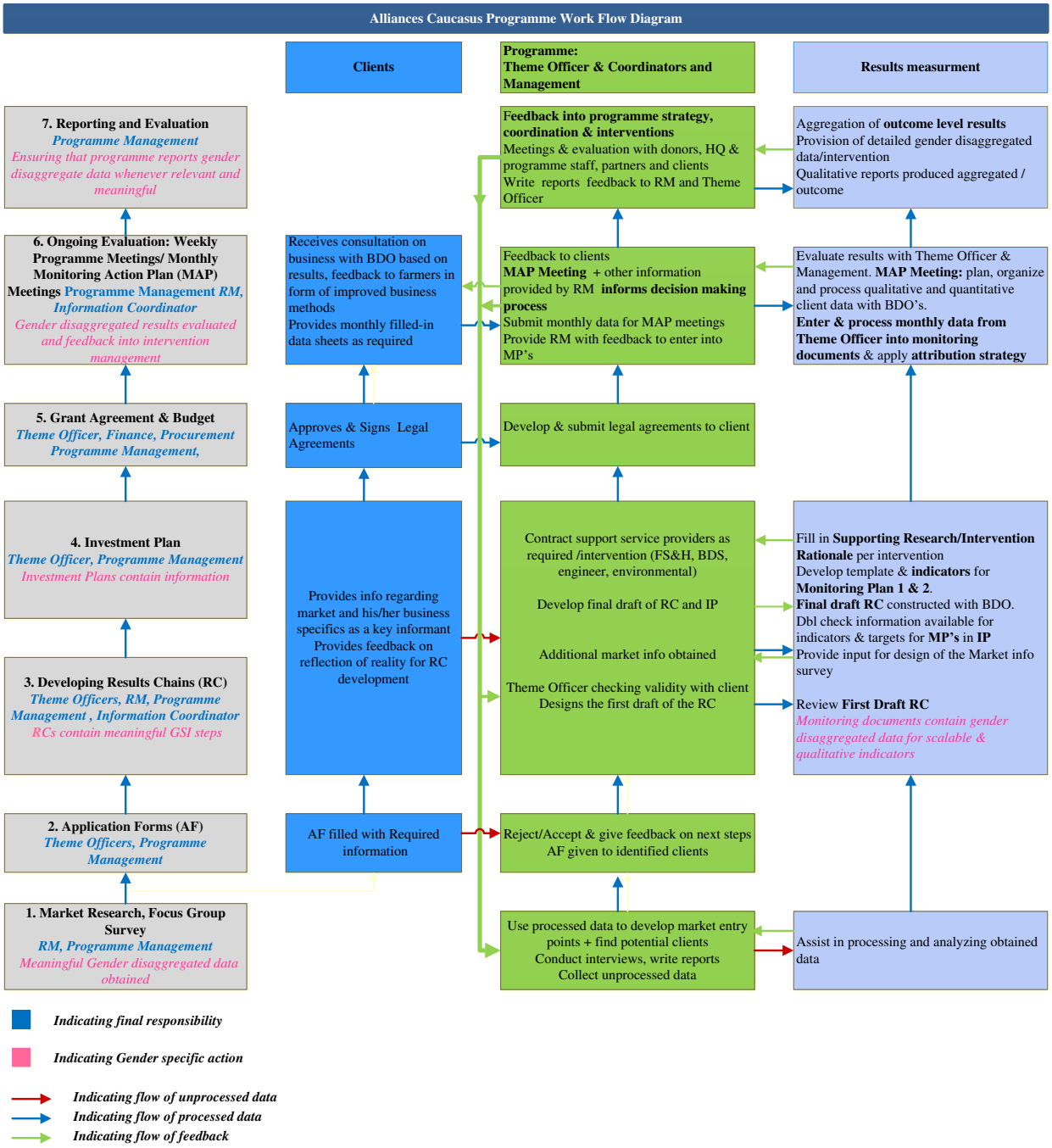

Figure 4 ALCP Programme Work Flow Diagram

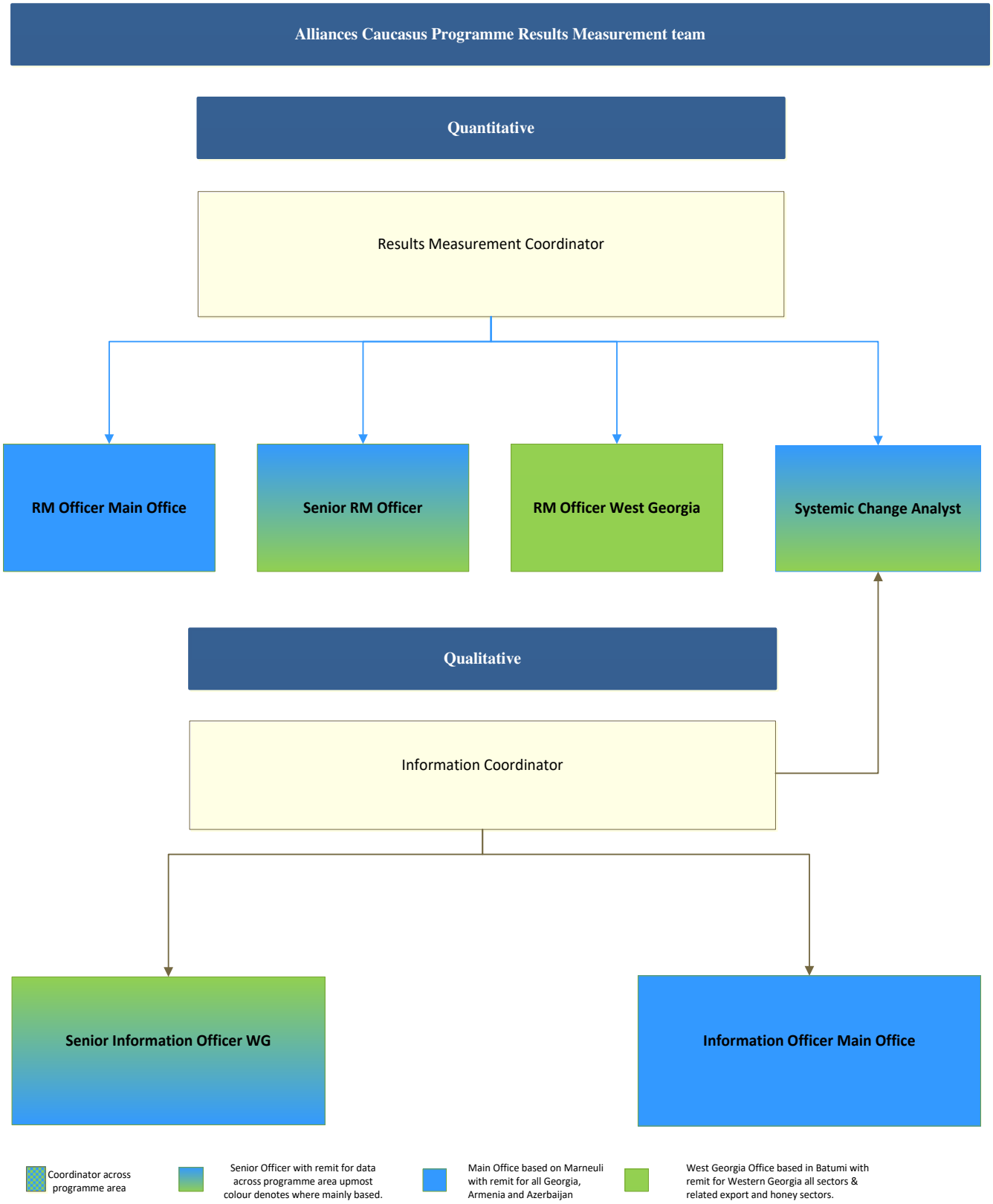

Figure 5 ALCP RM Team Diagram Showing Remit and Location

1. ARTICULATING THE RESULTS CHAIN

Result Chains (RC's) are the key strategic documents which form the basis for the rest of the monitoring system and through which intervention logic is built. They epitomize the interdependence of management and RM systems. RC's are diagrammatic representations of the logical progression of the changes/impact that the programme expects to instigate in the market system at the intervention and outcome level through programme activities undertaken through programme interventions. They represent an expansion of areas of the programme strategy as represented in the programme Log Frame and allow the programme to capture the more complex sequencing of interdependent activities. The RC's are designed within the context of the current market environment and dynamics and thus represent a realistic chain of results where programme activities lead to impact and ultimately contribute to the Programme Purpose as detailed in the Logframe:

ALCP Purpose: Poverty and exclusion in rural areas of Georgia and in border and other regions of Armenia and Azerbaijan are reduced thanks to higher incomes and employment opportunities in more sustainable livestock, honey and related market systems.

1.1 TYPES OF RESULTS CHAINS UTILIZED BY THE PROGRAMME

OUTCOME RESULTS CHAINS

Outcome Level Results Chains allow for an elaboration of the programme strategy as presented in the Logframe and are constructed in the ALCP during the development of proposal document for the next phase of the programme. They are based on the previous experience of the programme, primary market analysis and stakeholder analysis, which have enabled the formation of an initial strategy with opening interventions, and lead to the outputs and outcomes and purpose as represented in the Logframe. They describe higher level outcomes and the longer-term purpose generally beyond the scope of a project. They give the programme a broad view of the value chain and allow the programme to check the logic of these initial entry points for facilitation in line with the higher programme logic. Outcome Level Results chains are provided as part of the submission process. (Please see the template in *Annex 1.1.*) The outcome level results chains on ALCP correspond to:

Outcome1: Livestock and Honey Producers in Georgia strengthen their position in the market system and increase their income thanks to reliable market access to diversified opportunities from sustainable SME's in the meat, dairy, honey and wool sectors.

Outcome 2: Livestock and honey producers increase profitability thanks to stronger regional linkages and cross-border availability of inputs and business development services between Georgia, Armenia and Azerbaijan.

Outcome 3: Growing cross-border trade and export opportunities both within the South Caucasus and the larger region offers more diversified market access and terms of trade to livestock and honey producers.

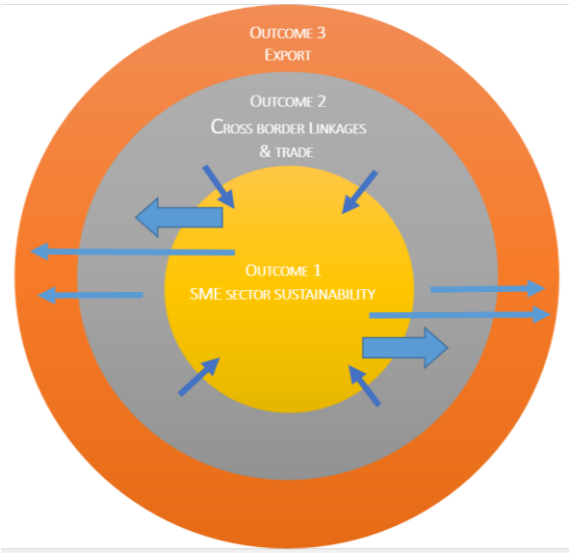

Figure 6 ALCP Outcomes

INTERVENTION LEVEL RESULTS CHAINS

Intervention Level Results Chains offer more flexibility in capturing the dynamics of a changing market in a complex social and economic environment. They form the key documentary link between programmatic interventions and activity and the measurement of that activity. They allow the programme to capture deeper layers of complexity and sequencing and are the key tool used by the programme staff for planning, analysis and decision-making. They enable programme staff to depict the logical progression of an intervention and to see whether and *how* certain activities lead to desired changes. Each intervention has a separate Results Chain (including pilot and inception phase interventions). The Intervention Level Results Chains form the foundation of the RM system. (Please see the document template in *Annex 1.2.*)

1.2 INTERVENTION RESULTS CHAINS TAILORED TO OUTCOME

All interventions facilitated by the programme aim to generate systemic change under three outcomes:

- *Outcome 1* ensures the sustainability of positive change already effected in the livestock sector in Georgia and deepens vital functions to sustain this change and progress. This include interventions such as deepening the resilience and lobbying capacity of dairy, meat and honey processors through continuing to work on appropriate information provision in the sector, development of added value through labelling, consumer awareness and diversification, development of commercial interest group/industry associations to counter negative forces in the value chain such as un-transparent sourcing procedures and labelling by supermarkets who are increasingly controlling the market
- *Outcome 2* builds on the national networks and successful models in input and services markets developed under the Alliances programmes to date. The ALCP will transition these inputs and services regionally in the South Caucasus into relatively untapped cross border markets from Georgia to Azerbaijan and Armenia. This transition however is not limited to transfer only from Georgia to Armenia and Azerbaijan. It is anticipated that following the market analysis period and once implementation begins building on new linkages, successful models in the inputs and services sector will emerge which can be transferred from Armenia and Azerbaijan to Georgia.
- *Outcome 3* focuses on developing the considerable opportunities in export markets that lie outside the EU as well as those that lie within it and on fostering opportunities cross-border trade of key commodities and products.

1.3 TIMING, ROLES AND RESPONSIBILITIES

Timing: Constructing results chains consists of two steps: Construction of the first draft and construction of the operational draft. The *first draft* of a Results Chain is built at the beginning of an intervention, as soon as the programme receives an application from a potential Client and/or as soon an opportunity for a new intervention occurs. The first draft of the RC is based on the application form / investment plan and initial market research.[5] The *final operational draft* is constructed after all supporting research and other

[5] Clients and relevant stakeholders indirectly take part in constructing the first draft of the relevant Results Chain. The information provided in the Application Form by the client is the basis on which the first draft" of the relevant Results

documentation is ready. The final draft is used as the key strategic document by the Theme Officers & Theme Coordinators (TO's &TC's) responsible for the intervention and forms the backbone for all related monitoring documents which are developed and maintained by the RM unit per intervention and is reviewed and revised annually on the date of its adoption as the final operational draft or when a Phase II or extension to the intervention is developed. Where a Phase II is developed the new activities and impacts are amalgamated into the results chain.

Roles and Responsibilities: The first draft of each Results Chain is built by the *Theme Officers* responsible for the relevant intervention. The operational draft is constructed by the *Theme Officers* and *Theme Coordinators, RM Coordinator and RM Officer,* under the supervision of *Team Leader and Deputy Team Leader.*

The review process: Results chains must be reviewed annually based on the final date of completion of the final initial operational draft. However ongoing reviews are also held during the annual and bi-annual reporting process when programme impact to date is reported (MAP meeting). The review process involves discussion of the legitimacy of each result of the *Final Draft,* its supporting rationale and assumptions and overall monitoring system. Where changes are required they are authorized and documented. The relevant *Theme Officer and Theme Coordinators, client, RM team, Team Leader and Deputy Team Leader* are involved in the discussion concerning the intervention rationale.

Chains is built. As interventions progress RC's can be used as a basis for discussion where the client can provide practical feedback on their own business development and also on external factors related to value chains.

2. DEVELOPING AN INTERVENTION RATIONALE

In order to successfully plan and develop interventions and develop robust results chains, with logical outcomes based on credible assumptions, each main level of the results chain must be scrutinized according to a set of criteria, which attempt to represent the factors influencing the market system and are supported by evidence in the form of data. This data includes data specific and localized to clients as well as more general social, economic and legislative data. This data is obtained through market research carried out by the programme and by available secondary data sources. The process is recorded within the RM system in a document called the *Intervention Rationale and Summary of Supporting Documentation* (Please see the document template in *Annex 2.*)

2.1 OVERVIEW OF THE INTERVENTION RATIONALE AND SUMMARY OF SUPPORTING DOCUMENTATION TEMPLATE

The Intervention Rationale and Summary of Supporting Documentation is comprised of the following sections:

RATIONALE & ASSUMPTIONS: Shows how each step of Results Chain is supported by research and data[6], which *supporting documents* have been used and how this is linked to the rationale developed and/or assumption being made at each level of the results chain.

The programme uses the following *supporting documents*:

Application Forms – Filled-in by the client containing basic criteria and intervention specific information which the programme uses to assess the value of the client. Used by *Theme Officers and Theme Coordinators* in construction of the first draft RC.

Investment Plans – Written by *Theme Officers and Theme Coordinators* + Business Development Service (financial data) based on the information provided by the client and market research. Signed off by management. Contains material on beneficiaries, financial data and marketing strategy. The RM system uses it for constructing baseline data, targets and Results Chains.

Ongoing Market Research – Conducted by *Theme Officers and Theme Coordinators'* (with support of RM unit) and programme partners and used by RM team to complement Investment Plans. Includes reports, market price data, stakeholder analysis, case studies etc.

Grant Agreements and Intervention Budgets – written by *Theme Officers and Theme Coordinators* and used by RM system for Calculating Financial indicators (E.g. ROI and SROI)

[6] See Annex 4 for a full breakdown of *ALCP Data Collection and Research Methods*

Programme Research & Surveys: Larger scale research conducted by management, RM unit or external consultants including market sector analysis, legislative analysis, focus group surveys, gender surveys and impact assessment surveys.

Secondary Data Sources: Including national statistics, donor and UN agency reports.

SYSTEMIC CHANGES: Defines *how* and *why* systemic changes noted in the Results Chains are going to occur and describes the factors enabling copying and/or crowding in[7].

DISPLACEMENT: Currently significant displacement is not expected; however, it is still considered for each intervention in order to support the attribution strategy.

COUNTERFACTUALS: Another facet of a robust attribution strategy is separating programme effects from what would have happened anyway without the programme due to pervasive factors (counterfactuals) with specific relevance to the agricultural sector in the operating environment which can have positive or negative effects such as:

- Economic conditions including the rate of inflation, rate of interest, lending
- New laws implemented (e.g. food safety and hygiene, export and import)
- Other projects and donor activities in sector and/or area

GENDER: Among all social factors in the programme area gender is the most significant. Ethnicity is also a very important social factor and is taken into account in qualitative monitoring and all significant indicators are disaggregated by both gender and ethnicity. The section includes a description of the ways the intervention addresses the situation (e.g. food safety and hygiene trainings for women as main livestock keepers and producers of dairy products) and how income must therefore be incorporated into meaningful indicators to assess impact on women. E.g. Women's access to money or agency over earned income.

2.2 TIMING, ROLES & RESPONSIBILITIES

As soon as the first draft of the *IRC* is drawn and the initial market analysis has been conducted the *Theme Officers and Theme Coordinators* start writing the major programme generated supporting document the Investment Plan[8]. Based on these documents the *RM team* constructs the *Intervention Rationale & Summary of Supporting Documentation.* Stakeholders and/or clients indirectly add to the construction of the intervention rationale thought the information submitted by them in the application form and the information obtained for Investment Plans. When results chains are reviewed and amended changes are made to the document they are authorized by management and documented. The relevant *Theme Officers and Theme Coordinators, client, RM Coordinator, RM Officer, Deputy Team Leader & Team Leader* are involved in the development of the intervention rationale.

[7] The ALCP result chains reflect copying and crowding in, however other types of systemic changes are monitored through the Systemic Change Log.

[8] See *Alliances Programme Investment Manual Version 2 2015 -2019* for more detail

3. DEFINING AND CAPTURING CHANGE: INDICATORS & THE MONITORING PLAN

The steps outlined in the Results Chains picture the *expected* impacts at each level of the results chain, starting with programme activities and ending with the desired impact on the target group. Indicators must therefore be designed to accurately capture the change described at each stage of the RC. In practice this means that to capture quantitative change an indicator is ascribed to each box of the RC and these indicators are set down in *Monitoring Plan 1 (MP1)*. To capture qualitative change key indicators are selected for key levels of change in the results chain and these are set down in *Monitoring Plan 2 (MP2).* The quantitative and the qualitative monitoring plans are linked to each other and they are designed in a way to complement each other (Please see the Monitoring Plan templates in *Annex 3*).

The monitoring plans allow the programme to formalize the capture of changes i.e. *impact*, by defining this change, defining the conditions of the capture, and collecting the information regarding it in one place that is accessible to all relevant programme staff. *The Monitoring Plans are the operational interface of the RM system.*

3.1 THE LAYOUT OF THE INTERVENTION MONITORING PLAN

Indicators are grouped in 2 broad groups and form Monitoring Plan 1 & 2:

MP1: Measurement of Scalable Changes consists of quantitative scalable indicators capturing changes for farmers, and businesses in terms of outreach, financial benefits etc.

MP2: Measurement/Description of Behavioural Changes consists of qualitative indicators measuring and describing key behavioural changes for farmers and business management changes for service providers.

Monitoring Plan 1 consists of:

Results Chain Step: A result chain is disaggregated into RC boxes, which means that a scalable indicator is set for every RC box.

Scalable Indicators: This is an indicator for which the data is being collected. The indicator measures the result chain boxes and is the basis for impact evaluation.

*Data Collection Methodology***:** How data for measuring against an indicator is collected.

Data Collection Frequency: This indicates how frequently data is collected. Frequency as well as source of information differ by indicator and heavily depend on the nature of the particular indicator. Data for quantitative indicators is usually collected either monthly or quarterly or, in some rare cases, biannually. Information for qualitative indicators is collected annually because some time is needed for behavioural changes to happen.

Attribution Method: This shows the method used for the attribution of impact to each indicator.

Source Document: This indicates the source of the information for the particular indicator. Sources differ by indicators. For some indicators, the sources may be application forms and investment plans whereas for

others they are monthly data tracking sheets, individual surveys, focus groups surveys, key informant interviews, experiments.

Person in Charge: This refers to the person responsible for data collection. Mostly, it is the *Theme Officer* who is the data collection point.

Baseline: Baseline information is collected before the intervention starts. In most cases, baselines are collected per intervention and are gathered both from farmers and service providers. They provide the basis from which to calculate attributable impact.

Predicted Impact: Predicted impact is calculated based on the projections made by the service provider in his application form and/or investment plan. The predictions are done for several consecutive years.

Actual Impact: This shows cumulative figures for the whole period of intervention implementation.

Biannual Progress (I, II, III etc.): shows the biannual figures used in the Biannual Donor Reports.

Monitoring Plan 2 consists of:

Results Chain: Outputs, outcomes and impact level RC boxes are put into a MP2 for progress measurement.

Qualitative Indicators: There are one or more indicators for each change, defining what and on which level we expect changes as represented by the RC boxes. If expected changes are taking place, then the reasons and extent to which these changes are occurring and their sustainability should be defined. If the expected changes are not taking place, the reasons of not change should be studied.

Monitoring Check Frequency: This indicates how frequently data is collected. Frequency as well as the source of information differ by indicator and heavily depend on the nature of the particular indicator, thus data for qualitative indicators is usually collected at least annually, although some time is needed for behavioral changes to appear.

Methodology Applied : Semi-structured, in-depth face to face interviews with service providers, input suppliers and farmers.

Key Questions: This lists the main questions, which will be asked to detect change, however during an actual interview follow up questions are also asked. These questions should be relevant to measure pre-defined indicators. The key questions are related to the RC boxes and they are defined in order to assess whether expected changes are occurring or not. If yes / no, then the reasons and extent to which these changes are / are not occurring and their sustainability should be defined.

Baseline - The environment and tendencies found among respondents prior to the start of an intervention. In most cases, baselines are collected per intervention and are gathered both from farmers and service providers. They provide a starting point from which attributable impact is calculated.

Actual Impact - Behavioral changes captured among respondents as a result of the programme activities; outcomes that develop an initial understanding and identify and explain behavior, beliefs and actions. All the data collected is analyzed in greater detail; outcomes emerge from the transcripts kept of the interviews.

WHAT TO CONSIDER WHEN DESIGNING QUALITATIVE INDICATORS

Qualitative information is gathered at three levels: farmer level, service provider and sectoral level (other businesses, government officials, BDS service providers, other NGOs). It concentrates on looking at whether uptake has or has not occurred, the reasons why it was taken up or not, how uptake has been applied, the impact of the uptake i.e. the change in behavior that uptake or application has brought about and the likelihood of it continuing. The main qualitative indicators utilized are listed below.

Table 1: Key qualitative indicators

Actors	Qualitative Indicators *Note: All the relevant indicators must be gender disaggregated*
Farmers	Uptake and initial application - Reasons for applying or not applying, using / not using the service; - Reasons of using/not using the knowledge received from trainings; - How do beneficiaries apply the new or improved practices or utilize new or improved inputs; - Why do beneficiaries apply the new or improved practices or utilize new or improved inputs; - Reasons of increasing / decreasing beneficiaries' capacity / production; - Beneficiaries satisfaction regarding the new services / goods; To measure likelihood of sustainability: - Opinions of beneficiaries on service received; - Interest of beneficiaries in continuing these behavioral changes; - Reasons for continuing or not continuing with these behavioral changes; - Reasons for increasing/decreasing income; - Sustainability of the changes (new services / goods); - Changes in the attitudes regarding received services;
Service Providers	- How / why do they provide new or improved services or inputs related to new business model; - Reasons for providing or not providing the services; - Incentives for entering or not entering the market; - Satisfaction and opinions of market players on support received; - Improvements in the management and business practices; - Changes in the image of the business; - Opinions of market players on the initiative; - Interest of market players in continuing the initiative without project support; - Reasons for continuing or not continuing with the initiative; - New employees' satisfaction/benefits from created jobs; - Improvements in the business/working environment;
Sector level	- Quality of jobs created within the sector; - Changes / not changes rules and regulations; - Reasons of changing / not changing rules and regulations; - Beneficiaries (farmers' / service providers) satisfaction with ongoing sectoral changes; - Reasons of crowding in within the sector; - Main challenges / opportunities for the market actors; - Motivations to work / stay in the sector.

3.2 DESIGNING KEY CHANGE INDICATORS

All changes described in Intervention Results Chains describe key changes. Each step/box is measured by at least one quantitative and/or qualitative indicator of change. The programme designs SMART (Specific, Measurable, Attributable, Relevant and Time bound) indicators and ensures that: *all indicators are precise and detailed enough to not require further questions for clarification*. Indicators are generated for each intervention, and are adapted to capture the specifics of each. All the relevant indicators should be gender disaggregated. All indicators describing key changes are significant however two groups of indicators deserve specific mention.

UNIVERSAL IMPACT INDICATORS

Universal Impact Indicators of *jobs*, *scale* and *income* are defined as MUST criteria by the DCED standard and are the main reporting indicators to which the programme is held accountable. The programme defines these indicators in the following ways:

Scale: The number of target enterprises who received financial benefit as a result of the programme's activities, each year and cumulatively. In the ALCP scale measures the number of target SSLP HH enterprises, as well as the number of target Service Providers who have increased financial benefit as a result of the programme's activities. Both are measured each year and cumulatively, for each intervention and aggregated for each outcome and programme as a whole.

Net Attributable Income Change (NAIC)[9]*:* The additional net income accrued by targeted enterprises as a result of the programme per year. In the ALCP this is calculated for the two types of beneficiaries described above, per intervention, per outcome and on the purpose level[10]. The ALCP *estimates* NAIC from monthly collected data and in every two/three years the programme conducts an intervention specific IA or an IA for multiple interventions to measure *actual* NAIC (See Chapter 4.3).

Net additional Jobs Created: Net additional, full time equivalent jobs created in target enterprises as a result of the programme, per year and cumulatively. "Additional" means jobs created minus jobs lost. "Per year" comprises 240 working days (see Box 2). The programme must explain why these jobs are likely to be sustainable. Jobs saved or sustained may be reported separately.

INDICATORS OF LASTING IMPACT

The *Indicators for Assessing the Likelihood of Lasting Impact* are crucial for feeding back into the decision making process of the programme and are used in analysis, during and post intervention as well as prior to the start of interventions in the form of projections of the likely sustainability of an intervention. Financial

[9] Net additional income = Addition sales – Addition costs. The costs should include only those extra expenses, which are related to the ALCP intervention.

[10] Those interventions, which are financed in the previous phase and are still attributable for the programme is also measured and aggregated on the propose level.

indicators assessing business sustainability are used with indicators for capturing behavioral changes of farmers and improved business management practices. All relevant indicators are disaggregated by gender.

ROI: Return on Investment is an indicator, which is used to measure sustainability of the businesses. It shows the amount of return on an investment relative to the investment's cost. Therefore, it enables programme to understand whether clients' investment was efficient or not. The following formula is used to calculate ROI: = (NAIC of Clients – Clients' co-investment) / Clients' co-investment

SROI: Social Return on Investment is an indicator, which is used to assess whether the programme investment was efficient or not. The SROI is positive when beneficiaries' gained more monetary benefits than the amount of money invested by the programme. The following formula is used to calculate SROI: = (NAIC of beneficiaries – the programme's co-investment) / the programme's co-investment)

Customers' and clients' satisfaction[11]*:* The programme has indicators describing the level of customer / client satisfaction with questions designed to find out information such as: *Do you regard milk collection to be beneficial because of transaction cost savings? How satisfied or dissatisfied are you with the development of your business?*

Improved capacity to carry out new functions: Like expanding production and/or outreach of their business or diversifying the production and offering new services.

Problems and drawbacks faced by clients: E.g. drawbacks to increasing sales like low demand caused by high prices and/or low awareness among customers, poor or no distribution chain etc.

3.3 TIMING, ROLES AND RESPONSIBILITIES

Monitoring plans are drafted at the beginning of an intervention, as soon as programme has a final operational draft of the *Intervention Results Chain*.

Quantitative Monitoring Plans (MP1's) are built by the *RM Officers / RM Coordinator* with the support of the *Theme Officers* responsible for the relevant intervention.

Qualitative Monitoring Plans (MP2's) are built by the *Information Officer / Information Coordinator* with the support of the Theme Officer responsible for the relevant intervention. The *RM Coordinator* is responsible for ensuring they dovetail into the system as a whole.

Client/Stakeholder Involvement: For the definition of applicable business indicators consultations with *relevant clients/stakeholders* are conducted.

Systemic Change Analyst (SCA): The SCA is responsible for developing indicators and a strategy for capturing and measuring the anticipated and unexpected systemic changes.

[11] If business model includes other stakeholders, e.g. Intermediaries, their satisfaction should be measured as well.

Review: The document is reviewed by management together with corresponding RCs. Where changes are required they are authorized by *management* and documented.

Data Entry & Information Sources: Clients submit monthly data sheets (See section 4, Repetitive Monitoring for more details about the monthly data), interviews with beneficiaries and secondary data is also checked. This data is entered by the *Theme Officers* and the *RM Officers.*

4. MEASURING CHANGE

See *Annex 4* for a complete overview of all ALCP data collection and research methods. Carrying out quality RM requires a robust measurement system fueled by quality data, based on good research practices and efficient and accurate data collection and entry methods. Very often more than one tool is used for a single indicator for data triangulation. Estimating *attributable change* is an inherent component of each calculation. The attribution strategy for that particular step of the *results chain* and type of information required will therefore determine the choice of data collection and research method. Data collection and analysis can be divided into two categories:

Repetitive: Monthly data collection, entry and analysis. The advantage of monthly data collection and analysis in the bi-monthly MAP meetings is the regular feedback loop allowing for ongoing calibration of interventions. It helps the programme to capture business and market trends and every day changes occurring on the market. The programme has two main sources of this kind of data; the client and the market, in the form of monthly data sheets submitted by clients containing key information such as production and sales volumes, number and names of suppliers, prices per litre or kg of commodity and market prices.

Extensive: Larger scale / targeted research done at a variety of intervals to capture attributable impact and more extensive changes such as the synergistic effect between interventions. It includes representative surveys with programme beneficiaries and provides statistically significant data, which comes directly from farmers. Also, intervention specific impact assessments are carried out to capture impact of the particular intervention (See 4.4 for more details).

Estimated and Actual Change: Repetitive monitoring provides actual data on the client level, however, as the information does not come directly from farmers, *figures based on monthly collected data are reported as estimated figures*. The actual data on farmers' levels comes from the impact assessments. All estimated figures from repetitive monitoring are adjusted according to the impact assessments (IA).

For data adjustment the program calculates the difference rate (positive or negative) between survey data and monthly collected data. For example, if according to the monthly data sheets there are 100 beneficiaries and the IA shows that actually this figure is 200 the difference rate equals 2.0. This rate is used as a multiplier for estimating scale from monthly data sheets (Please, see Chart #1 for the visual representation of the ALCP attribution strategy).

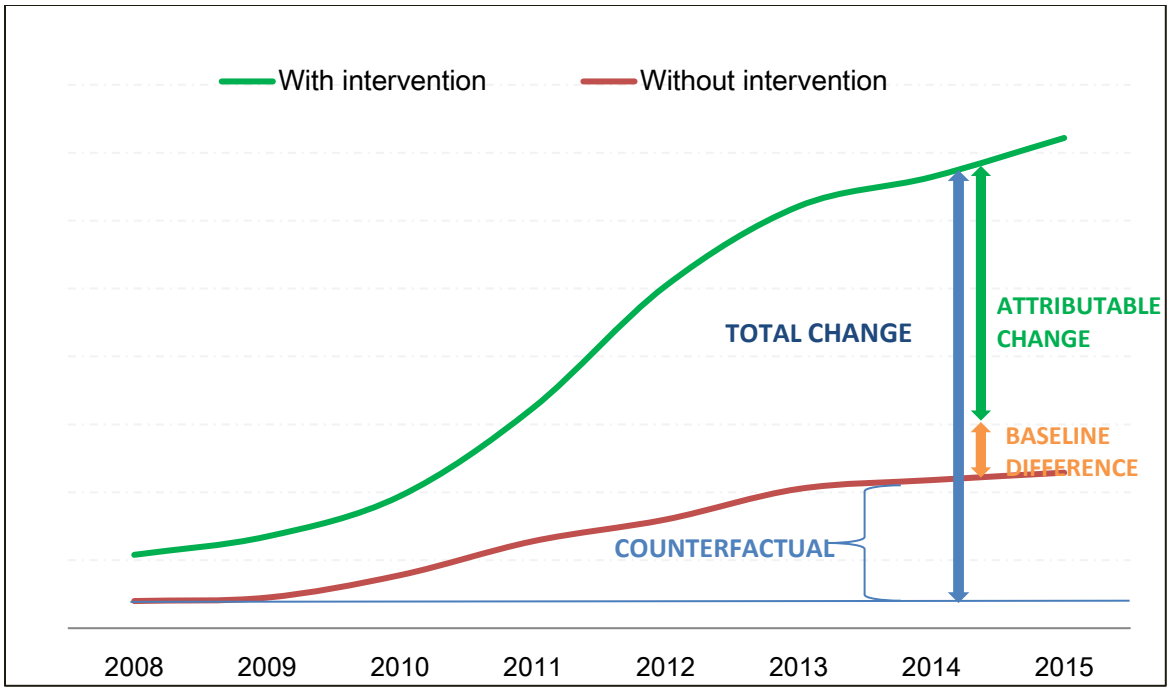

Figure 7: The ALCP attribution strategy for impact assessment surveys.

THE ALCP ATTRIBUTION STRATEGY

In order to be able to genuinely evaluate impact generated by the programme it is imperative to have an accurate system for isolating programme benefits / changes caused by the activities of the programme from external factors and to show why change is happening[12] i.e. an accurate *attribution strategy*. The ALCP programme refers to attribution as: *The change that can be claimed by the project out of the total changes that take place in the region.*

During the inception phase the programme defined external factors which have or could have an effect on programme impact and should be calculated while building the system for attribution. These are as follows: *Baseline, Displacement, Other Public Funding, Inflation, Changes in the Legislative Environment, Market Environment Changes and Changes in Regional Stability. (See Annex 5 for more details)* In addition the programme takes into account *overlaps* i.e. when more than one intervention reaches the same target enterprises to avoid *double counting*.

The first step is to assess the extent to which each change along the result chains actually happened and the likely reasons for those changes (by asking why changes have happened). Then, the counterfactual (what would have happened anyway) has to be taken into account. There are several methods that can be utilized:

[12] Source: http://www.enterprise-development.org/page/download?id=2012

In the ALCP the selection of the attribution method is based on a case by case basis dependent on factors such as what data is available, what the external influencing factors were and what is being measured. The most commonly used in the ALCP are *Before and After Comparison plus Opinion (BACO)*, and *Comparison Groups (CG) plus opinion*. This first method is mostly used when the RM team calculates attribution based on the monthly collected data. However, attribution strategy in the actual impact assessments is *Comparison Groups plus qualitative data*.

Each indicator defined by the programme must and does have an attribution method.[13] In the monitoring plan at least one data collection method is defined per indicator.

Note: It is important that in attribution, as in data collection, a balance is kept and that the topic is not allowed to become overcomplicated and overworked in relation to the time/money/capacity spent on it, and that it should like all other components of the RM system be *practical and fit for purpose*.

4.2 VALIDATING CHANGE STEPS IN RESULTS CHAINS AND MEASURING ATTRIBUTABLE CHANGES

The foundation of attributing change to the programme is laid in the results chains. In each intervention results chain the indicators applied to each box measure the changes brought about by programme activity. These changes at activity level lead to changes at the output, outcome and impact levels and are therefore attributable to the programme.

How programme activities lead to the desired changes in the market system and the desired outcomes for the target group are described in the results chain. The causal links documented between programme activities and changes are validated through research and noted in the *Intervention Rationale & Summary of Supporting Research Document*. Indicators which capture the change attributable to the programme for that step in the results chain are ascribed and the attribution method for calculating the impact of factors and noted in the measurement plan.

ESTABLISHING BASELINES

Baseline information provides the programme with the values for key indicators that were in place prior to any programme intervention, thereby providing a point from which to measure. Without baseline information, change *i.e. the difference in the key indicators described in the monitoring pre and post intervention*, cannot be measured. Baseline information is also absolutely essential for developing robust *attribution*[14] and for the measurement of changes/impact *attributable to the programme.*

[13] Key factors that affect the choice of the attribution method are: how much other factors are likely to affect indicators, availability of the baseline data, the timeframe and magnitude of changes and an understanding of what the counterfactual is in a given situation.

[14] Please see Section 5 which covers the ALCP attribution strategy and estimating attributable change. Not all change can be claimed by the programme. Other factors such as an improved economy, other donors, lower inflation etc. may

CLIENT DATA FOR INTERVENTION BASELINES

At the intervention level in the *Application Form (AF)* and then in much greater detail in the *Investment Plan*[15]*(See Annex 8 for more details)* the programme collects the fundamental information for establishing baselines for each box of the results chain. The development of the RC allows the *Theme Officers* to use it as a reference when writing the *Investment Plan* to ensure that all requisite data is included in the IP. Client specific baseline data in the ALCP typically includes information such as the following:

- Number of customers served per month/annually;
- Number of services provided per month/annually (like, consultation serviced provided by women's rooms, or sheep dipping serviced provided through Bio Security Points etc.);
- Amount of litres of commodity e.g. milk, wool received/processed per day/week/month/year;
- Amount of processed product sold per day/week/month/year;
- Amount of cattle slaughtered per day/week/month/year;
- Number of suppliers of milk/meat/wool etc. and number of target group suppliers;
- Monthly/annual turnover, profit and sales;
- Existing capacity and knowledge at farmer/service provider levels;
- Stability of the business, established linkages;
- Interest / motivation / satisfaction of client to start provision of service;
- Expected behavioral changes / systemic changes at farmer / service provider levels.

Client specific data is also triangulated with monthly market price information, secondary sources and programme specific reports & surveys.

OUTCOME AND PURPOSE LEVEL INDICATOR BASELINES

For log frame indicators describing change at outcome and purpose level the programme obtains baseline data from broad triangulated in-depth surveys carried out by the programme[16]. The surveys carried out in the inception phases are used to inform the Strategy / Proposal document for the implementation phase. The *market analysis and previous impact assessment surveys* are used to establish the baselines. Also, ongoing market research and surveys are conducted as required programmatically.

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be responsible for positive change. These factors are considered in the attribution strategy. As discussed in Section 3 attribution and counterfactuals are built into the monitoring plan. Please, see Section 3.

[15] Investment Plans are also augmented by separate business plans done by an external BDS provider.

[16] In the ALCP and in common with over SDC funded projects inception phases or market research phases generally lasting six to nine months are built into each new phase of the programme. The initial formal inception phase allows for extensive market research and the development of an in-depth strategy and log frame after which the full project is granted. Subsequent phases have seen a market research/ 'soft' inception phase included as part of the ongoing phase Also, the ALCP conducts impact assessment surveys at the end of each phase, which are used as a baseline data in the current phase of the programme.

4.3 THE ROLE OF THE IMPACT ASSESSMENT SURVEY IN ATTRIBUTION

In the ALCP impact assessment surveys are conducted either for a specific intervention or for all interventions at once. Some interventions which are clustered together in a small geographical area require methods, which assess the effect of multiple interventions simultaneously e.g. in Ajara region. New interventions, which are more disaggregated and geographically spread, employ intervention specific impact assessments. Appropriate research methodology is designed according to implementation strategy.

Both these impact assessment methodologies measure universal indicators and gender & age disaggregated indicators. Then, the samples are allocated to users and non-user groups minimizing counterfactual bias and making the attribution process more reliable.

NAIC is calculated by using the Comparison Groups method and measures the difference between beneficiary and non-beneficiary income. The programme aims to attribute the difference in changes only for the target income i.e. agricultural income: excluding changes in salaries, social aids, stipends, income from selling property etc.

The impact assessment survey aims to summarize all sizable effects on the livestock sector. The key aims of the analyses are:

- To report on changes attributable to the programme: through the difference (either positive or negative) in changes across affected and non-affected populations, during the programme implementation period, triggered by the programme.
- To evaluate costs and benefits: through attributable changes in target households and the aggregated social return on the programme investment.
- To assess the sustainability of the changes: through the profitability of the business models, the business return on the private sector investment, systemic changes i.e. copying and crowding in and changes in the rate, type of reinvestment in agriculture by farmers.
- To assess the synergistic effect of the systemic approach: through capturing the effect of the synergy of different interventions and outcomes (whenever impact assessments are conducted for all interventions simultaneously).
- To double-check the data that comes from repetitive monitoring and to *adjust all the estimated figures based on multipliers derived from a comparison with actual data in the periods between impact assessments.*

In order to ensure the quality of ALCP impact assessments 14 steps are followed:

1. Review programme needs in defining the main research questions and sampling methodology;
2. Design structured or semi-structured questionnaires;
3. Test and refine questionnaires;
4. Sampling; Define method for HHs' and respondents' selection (e.g. random walk / within the family the most informed adult person (18+) in regard to animal husbandry is interviewed);
5. Conduct pilot interviews and test the questionnaire updating questionnaires and training if needed;
6. Develop a data base in SPSS or STATA;
7. Conduct intensive training for the interviewers;

8. Supervise the field work (capturing issues and finding the ways to handle them);
9. Enter the data in the data base checking quality [17]
10. Clean the data base (e.g. defining the missing values, error detecting, error correction etc.)
11. Compare treatment and control groups;
12. Triangulate the data with other sources (e.g. monthly collected data, qualitative data, meta sources).
13. Report tabulated results.

THE DIFFERENCE BETEWEEN INTERVENTION SPECIFIC IMPACT ASSESSMENT AND MULTIPLE INTERVENTION IMPACT ASSESSMENT

In previous phases due to the clustering of interventions in relatively defined programme areas, it was necessary to conduct an impact assessment, which would assess the impacts of all interventions together by drawing a representative sample from the total target population.

However, in the current phase many interventions have become nationally distributed and more disaggregated and the ACLP has expanded to Armenia and Azerbaijan, therefore intervention specific impact assessments are becoming more appropriate. Thus:

- If the overlap rate between interventions is not expected to be high, and the impact of a particular intervention can be isolated, the programme conducts an intervention specific impact assessment.
- If the overlap rate between interventions is high, the programme conducts one impact assessment for all interventions simultaneously. In this case the synergy effect from multiple interventions is also captured.

The difference between methodologies:

The main difference between the two methodologies is sample size. In general, the intervention specific impact assessment has a lower number of people sampled, while the impact assessment in measuring all interventions across a population is representative of the target population of the defined area and generally has bigger sample.

- *Intervention specific impact assessment:* A minimum of 30 treatment and 10 control farmers should be sampled per intervention;[18] for main interventions, which are expected to have significant outreach

[17] In general, when approximately 50% of questionnaires are filled out the data entry process is started. Also, in order to capture data entry bias, a single questionnaire is entered by more than one person and differences, if any, are corrected.

[18] As suggested by the DCED in the Practical Guideline for Conducting Research (2013) as a practical benchmark. Sampling each intervention representatively is prohibitive as the programme facilitates multiple interventions and it would be unrealistic to conduct impact assessments with representative sampling per intervention and be prohibitive drain on resources. **However, sampling for most of the interventions are higher in practice and for the main (High and medium importance) interventions, samples have to be representative.** Monthly collected data and qualitative information should be used to categorize interventions as high, medium and low importance interventions.

and scale the sample should be representative for the target population. Both are accompanied by rigorous triangulation using qualitative data at the farmer and business and sectoral level, monthly client level data e.g. sales, volumes prices and third party statistics e.g. government export data and systemic change surveys.

- *Impact assessment for all interventions:* Surveys sample sizes are calculated based on 95% confidence level and 5% margin of errors.

Types of questionnaire

- *Intervention specific impact assessment*: Semi-structured questionnaire, including open-ended questions for capturing qualitative data[19].
- *Impact assessment for all interventions*: Structured questionnaire with close-ended questions, which captures only quantitative data.

The role of qualitative data

Because of the modest size of the sampling, intervention specific impact assessments need more detailed and specific qualitative data to validate the links between programme activity and actual impact. The role of qualitative data cannot be underestimated and represents a core part of attribution. Qualitative data is a must for triangulation as the measuring of the impact requires a synthesis of both, qualitative and quantitative data.[20]

4.4 LIMITATIONS TO THE IMPACT ASSESMENT

Although the programme is able to collect comprehensive information with impact assessment surveys, both of methodologies have some limitations.

- *Recall bias:* Both methodologies sometimes require recall information from the farmers for a two year period and can be unreliable. *Solution*: The ALCP uses original baseline surveys[21], monthly collected data and meta sources for triangulation to reduce & avoid recall bias.

Estimated scale, NAIC, and jobs are the main indicators which defines the sampling methodology for the intervention specific surveys.

[19] These two questionnaires are still very similar, however intervention specific surveys give the programme the opportunity to ask additional in-depth questions as well, while impact assessment for all interventions have long questionnaires and do not have enough space for qualitative questions.

[20] Good examples of it might be found in the jobs and access to finance surveys.

[21] Original surveys are used to set general baseline, however often baseline data collected before the intervention is not enough for making attribution and the programme needs to collect more specific baseline retrospectively. During triangulation general baselines and specific baselines should be compared with each other to make sure that retrospectively collected baseline is in line with original baseline (Otherwise the reasons of the differences between the two need to be clearly explained).

- *NAIC per intervention:* When the programme conducts one impact assessment for all interventions it can capture the synergy effect of combined interventions, however it is virtually impossible to credibly isolate the impact of individual interventions. *Solution*: The ALCP use the monthly monitoring system to estimate NAIC per intervention. Also, qualitative information is used to show whether quantitative data requires further justification and vice versa. If additional information is still required, the RM team conducts intervention specific surveys to capture actual NAIC per intervention.

4.5 MEASURING QUALITATIVE CHANGES[22]

Once an MP2 is designed and all relevant indicators with their baseline are set, the ALCP conducts qualitative research to measure the changes. The following steps describe how the programme measures qualitative indicators:

1. *Choosing a Research Method*: Data collection methods are defined per indicator in a MP2. In the ALCP the most frequently used method to measure qualitative indicators are in-depth interviews.
2. *Constructing a Questionnaire:* The ALCP usually use semi-structured questionnaires. The main questions are documented in an MP2 according to each indicator and additional questions (to reflect the ongoing intervention and local situation) are added before actual field work.
3. *Sampling Methodology:* A target group is identified and respondents for primary interviews are selected within this group (e.g. Milk suppliers, Women's rooms visitors). After that other respondents are usually selected using the snow-ball sampling method[23]. At least 6 interviews (3 men / 3 women) should be conducted, however a maximum number of interviews is not predefined: field work is finished as soon as the answers are repeated by successive respondents. The sample should also include those respondents who have not used the programme facilitated services. It helps the programme to find out why people are not using a service.
4. *Field Work:* Face to face interviews are conducted in target areas. The programme usually does not do audio recording [24] and respondents' answers are mostly noted down directly in a questionnaire.
5. *Constructing a Table of Transcript:* Raw data, information taken from the questionnaire, is put into a *Table of Transcript*. It includes the main questions, respondents' name, ethnicity, sex and duration of the interview. The main part of the transcript records and defines the key statements of the respondents. Key statements are respondents' answers, which directly or indirectly respond to the original research questions. The table is kept in a separate folder, which is linked to the appropriate MP2.
6. *Formulating Main Outcomes*: Based on the *Table of Transcript* the main answers are coded and trends/ important findings are drawn out. During this process main outcomes are defined in line with

above, intervention specific impact assessment also includes qualitative questions and is used to measure qualitative indicators.

[23] Random sampling is also used when the potential participants are easy to reach. However, the Snow Ball method is chosen when the target group is difficult to find. Snowball sampling consists of two steps: Identify potential subjects in the population. Often, only one or two subjects can be found initially. Ask those subjects to recruit other people.

[24] Analyzing audio recording is time consuming and it is not practical from the programme point of view.

the outcomes defined in the result chain. Any *undefined*[25], unintended or negative outcomes will also be identified. The finding must be gender disaggregated whenever it is relevant.

7. *Triangulation / Substantiating Outcomes*: The main outcomes are triangulated with already existing data (qualitative & quantitative) and / or meta sources. Also, the programme consults with relevant well-informed people, for example: government representatives, community leaders and others, or programme members who can provide more information and details about the main outcomes. Only those outcomes, which are substantiated and include clear links to programme activity are attributed to the programme and reported in an MP2 and / or in the programme reports.
8. *Writing Reports :* All the relevant information, which measures qualitative indicators goes in a MP2 and is collated per outcome (according to a predetermined schedule)[26] and fed into the bi-annual and annual reports. Broader research related to sectoral change is presented in separate reports and case studies.

4.6 CONDUCTING RESEARCH: GETTING THE FIELD WORK RIGHT

The programme follows the critical points of the Guidelines and Research Ethics[27] Outlined in the DCED standard:

Box 1: Ethics of Conducting Research

Respect Cultural Norms - There are a number of cultural norms which exist in any setting of which you must be aware prior to beginning research. For example, in some contexts cross-gender interviews are forbidden. Identify and have a strategy to adapt your research plan to these norms prior to beginning.

Be Transparent - It is important that all respondents understand who you are and why you are conducting research. If you are arriving without prior notification to conduct research, be respectful of their other obligations and do not pressure them to participate if they are not willing to do so.

Manage Expectations - It is usually prudent not to promise any specific outcome from your research (such as a new project) that is not certain of happening.

Share Your Results - Market research should not be approached as an 'extractive' process, in which you enter, take information and leave. In discussing peoples' problems and gathering their ideas to fix these, expectations are often raised that you will also

[25] 'Undefined' rather than only 'unintended'. Following participation in Outcome Harvesting Research, which searches for 'unintended' outcomes the programme has recalibrated the term to 'undefined' as although it is impossible to pre define every outcome in a log frame or results chain most outcomes that are not specifically documented are often part of a broader and logical extension of impact already achieved. See P45 for a description of Outcome Harvesting technique and the adaptations made in it for ALCP use.

[26] Not all interventions are reported at the same time mainly depending on when interventions started or when impact has begun to appear but also to spread the data collection and collation workload across the year.

[27] 'It is always important that the research which you conduct is done so in a fair, ethical way that respects those from whom you are gathering data. While many of the critical parameters and guidelines for collected information are context-specific, there are a number of points which should be observed in any research situation'. See DCED Standard Version VI "Box 6: Research Guidelines and Ethics: (Source: Miehlbradt and Jones. 2007; p11

adopt these suggestions and improve conditions. It is important that after gathering information, you also share the results with interested clients. This not only honours their contributions; it also allows you to gather additional feedback on your analysis."[28]

Confidentiality – The reliability of surveys depends on participants to volunteer information regarding individual actions. A respondent is more likely to provide honest responses when their identity is not going to be exposed. Thus, during ALCP surveys no personally identifiable information are reported outside the research team, unless respondents voluntarily offer personal or contact information in any of the comment fields. Additionally, respondents' responses are combined with those of many others and summarized in a report to further protect the anonymity.

Special regard should be given to obtaining a gender balanced response and where socio-cultural barriers or constraints exist to interviewing women in any survey the following practice is employed in the ALCP:

Box 2: Conducting Gendered Field Work

Stand-alone gender analysis and the research required to generate baselines and test assumptions for generating and measuring WEE impact will require field work at the HH level. Thus team members must be able to navigate local contexts with both sensitivity and tact. They must also be able to persuade communities, households and market actors to understand the importance of and benefits of gender-equitable impact. In the field the team can face problems related to interviewing women as it brings women into the spotlight of attention in connection with an outside agency, one from outside the HH and community. Depending on context the following can be encountered; constraints such as women's mobility, norms related to the amount of contact women may have with individuals from outside the family, unpaid care burdens, reactions such as shame, reluctance, lack of time, fear of potential repercussions or women thinking that their opinion and response is of no value.

The following rules have been generated by and are followed by team members to create a safe space for interview:

Establishing trust: find community female or male leaders to help gain trust.

Make sure to speak with the husbands/HH heads of women farmers: Try to talk with a male family member to get respect and trust; the aim of the interview should be explained and the benefits of the survey for his family. The team/interviewer will explain that the benefit is not just about women, but about family and community including men. Topics and activities related to women's economic empowerment should be presented in relation to the benefits for family and community.

Team members should be confident and knowledgeable, and show respect: The community/individual interviewed should feel confidence in the interviewer and that the interviewer is familiar with and sympathetic to the community including their problems, life style, rules and traditions and that these are respected. This should include appropriate modulation of language, speech, references, topics introduced and dress. The HH or community should be able to feel a connection with the interviewer in seeking to find solutions in tandem rather than interference from an outsider with superior advantages.

Helping a female respondent: It may be difficult to get the female respondent to expound on her answers. When this occurs try asking the same question phrased differently or open the question to a wider group of women where the interviewee may be more comfortable in voicing her opinion. The interview should be in depth when trying to ascertain information on the existence of and reasons for behaviour changes. Reasons to explore include changed attitudes, expectations, motivations, practices and knowledge as well as access to resources. Observation and interpretation is very important during interviewing and analyzing answers

4.7 TIMING, ROLES AND RESPONSIBILITIES

The choice and design of a survey instrument for each indicator starts as soon as monitoring plans are drafted and indicators defined. Existing data is used whenever possible for efficiency. *Stakeholder Involvement: The RM Officers and Theme Officers* consult with the relevant client when choosing the data collection methodology and construct a data collection sheet to be filled in by the client monthly.

The *RM Coordinator, RM Officers and Systemic Change Analyst* are in charge of choosing appropriate measurement and data collection methodologies and *Theme Officers'* are in charge of data collection from clients under the regular direction and supervision of *Programme Management*. In addition, *Programme Management* often commissions pieces of new market research to answer the need for more information which unfolds as part of the developing market strategy and in response to the RM feedback loop, see in detail below:

Clear and appropriate assessment design*:* Designed by *RM unit***,** assisted by *Theme Officers and Theme Coordinators* under the supervision of, or commissioned and designed by the *Team Leader & Deputy Team leader.*

Data collection: Planned by *RM unit* conducted by *Theme Officers* and for larger ones requisite *external Interviewers.*

Data entry: Conducted by *RM Officers, Systemic Change Analyst and Theme Officers* and for larger one-time data specially recruited *data entry personnel***.**

Data Analysis and Results Management: Conducted by the *RM Coordinator, RM Officer, Systemic Change Analyst, Information Coordinator and Information officers* under supervision of *Programme Management;*

Management of Assessments: Conducted by the *RM Coordinator, Information Coordinator, RM Officer, Systemic Change Analyst* together with *Theme Officers;*

Use of existing data sources: Assured by *RM Coordinator, Information Coordinator and Programme Management;*

Costs, financing and logistics: Planned by *RM unit* together with finance and logistics department and supervised and approved by the *Programme Management.*

5. CAPTURING WIDER CHANGES IN THE SYSTEM OR MARKET

Systemic change in a market development programme is caused by the knock on effect of programme interventions, which have been designed and undertaken to exploit key entry points[29] which when leveraged correctly by an intervention cause change throughout the part of the market system, which has been targeted. Systemic change can also occur in parts of the system not specifically targeted by the interventions[30]. Potentially systemic changes caused by the intervention could lead to positive or negative outcomes. However, the programme is designed to cause positive systemic change especially *copying, crowding in and natural growth*. As the programme matures changes may go beyond those originally targeted and *defined* by the programme. Outcome impacts can behave synergistically and external factors can contribute to go beyond those intended and mapped out in the results chain and cause more complex and more extenuated changes in the wider market system. These are captured either as an extension of an intended form of systemic change i.e. an evolution or development from something triggered by the programme or are listed under *unintended effects* in the annual and biannual donor reports. Capturing and measuring systemic change therefore presents a challenge to any programme in which it is occurring[31].

Key facets of any RM system design must include clear definitions of what is being tracked and reflexive staff, systems and methods to capture changes.

Types of systemic change captured in the ALCP:

- *Crowding in*[32]
- *Copying*
- *Natural Growth / Business Expansion*
- *Independent Investment*
- *Increased Human Resources*
- *Sector Wide Behaviour Change:* includes changes in rules, attitudes and perceptions amongst influential actors / lead players in the market system as well as supporting functions, which affect

[29] Entry points offer the best opportunities for systemic change through addressing key constraints and exploiting pro poor opportunities for growth.

[30] 'Second order changes resulting from a programme's direct or indirect impact, for example changes in non-targeted sectors or changes in local economies resulting from the increased purchasing power of a programme's target beneficiaries' P16 DCED Version VI, January 2013

[31] The fact that there is no one definition of a market system or for what constitutes systemic change is illustrative of this. See *Evaluating Systems and Systemic Change for Inclusive Market Development* (2015) USAID LEO

[32] Crowding in and business expansion are the most frequent types of systemic changes in ALCP at business level and copying at farmer level. Crowding in happens on client's level, when a new entity copies the programme facilitated intervention model (E.g. A new entity adapts the ALCP financed business model and opens new cheese factory, slaughterhouse etc.) Copying occurs on farmers' level, when they copy the behaviors of the programme beneficiary farmers (E.g. Farmer switched from making home-made cheese to selling raw milk, because he/she saw the benefits of it based on the example of the ALCP beneficiary farmers).

multiple actors across a sector. May include *undefined* effects (i.e. outcomes which have not been explicitly documented in the results changes but could logically have been expected to happen if circumstances permit).

- *Unintended Effect:* (Often but not always a form of sector wide behaviour change) when systemic change is observed in parts of the market system amongst actors not targeted or originally considered by the programme
- *Displacement* - Negative systemic changes

The indirect impact of the programme increases as the direct impact of the programme grows and key constraints are addressed and entry points exploited. The systems as detailed below are in place to capture the change as and when it occurs.

5.1 HOW SYSTEMIC CHANGE IS CAPTURED AND ESTIMATED IN THE SYSTEM

The ALCP RM system reflects DCED guidance[33] the RM team develops following steps to capture the systemic change:

Results Chains: Boxes shaded in grey are placed on the outcome level of the intervention results chains to capture copying or crowding in.[34]

Intervention Rationale Document: The rationale behind the type of systemic change expected (E.g. copying, crowding in or displacement) is explained.

Monitoring Plans: The indicators that are used to measure direct change at the outcome level are used to measure indirect impact/systemic change i.e. the indicators for copying and crowding in are defined by the indicators ascribed to the changes expected to catalyze/generate them.

Systemic Change Log Sheet: See below for more details. This forms the most important tool for capturing and recording change before feeding it into the system for attribution.

[33] Adam Kessler. Assessing Systemic Change: Implementation guidelines for the DCED Standard, August 2014

[34] The ALCP experience shows that Results Chain are limited in their inclusion of systemic change, because it causes the overloading of the document and negatively affect its practicality. Therefore, the ALCP only puts copying and crowding in boxes in the RC, while other types of systemic changes are described in the Intervention Rational Document.

HOW INSTANCES OF SYSTEMIC CHANGE ARE CAPTURED

As represented in the diagrams below, instances of systemic change are captured through a *web* of contacts or *networks* that staff have formed in a wide range of fields and by actively trawling for information through the networks in a sector or system when it is suspected that change has occurred. These networks have grown and deepened throughout the implementation of the project[35] as part of the natural progression in knowledge and capacity. As interventions are implemented, impact grows and systemic change is catalyzed. The ongoing market research and awareness, which is an expected part of every programme member's job requires members to constantly monitor the market and therefore be able to catch and then report potential cases of systemic change from various sources for verification, recording, validation and entry of impact into the system by the relevant members of the RM team.

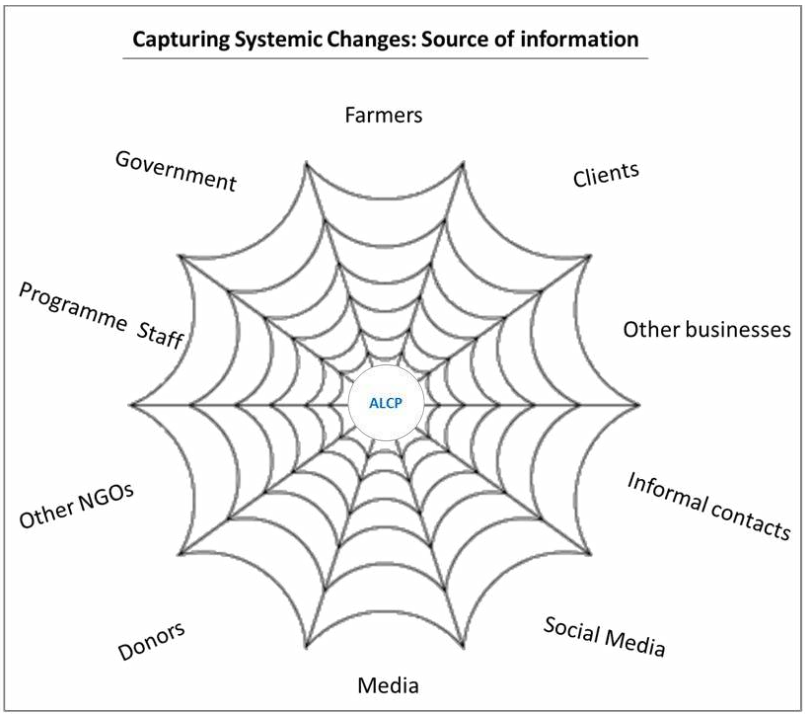


Figure 8 Capturing information through maintaining and checking a Web of Contacts

[35] These relationships mean that it becomes a natural process of information exchange rather than the team members having always to 'ask'. They often 'receive' information as part of a natural exchange.

Figure 9 Active 'trawling' for Information

SYSTEMIC CHANGE LOG SHEET:

All relevant team members are trained in what to look for and how to recognize types of systemic change (as listed in 5.1). The main and most important tool for recording and systematizing this impact is the *Systemic Change Log* , which includes the following:

- *Programme Client's & Intervention Name:* The name of the intervention which caused the systemic change
- *Type of Systemic Change:* defines the type of the systemic change (e.g. Crowding in, business expansion etc.)
- *Verification: Source of information:* shows where the data comes from and whether the programme verified this information or not.
- *Impact Calculation added to system:* shows whether the programme has calculated quantitative impact of the systemic change and added it into impact capture or not.
- *Location:* shows the location where the systemic change occurred.
- *Starting Date:* includes date when the systemic change started / occurred.
- *Business Description & Stability:* describes the capacity of the business / sustainability of the systemic change
- *Attribution to the Programme:* A main part of the log sheet describing the link between the programme activity and systemic change.

- *Calculation (Jobs, scale & income):* where the programme calculates main indicators for the new businesses / systemic change.

Please also see *Annex 6* for the *Systemic Change Log* template.

The *Systemic Change Log* is updated quarterly and reviewed alongside the bi-monthly MAP meeting. This team wide review includes verification, triangulation and assessment of the level/depth and type of change. The Adopt, Adapt, Expand, Respond Matrix concept is used as a reference in these discussions. Bi-annual versions of the Log are included as an Annex in the bi-annual donor report. See *Timing, Roles and Responsibilities* for the full procedure.

VERIFICATION PROCEEDURE

After receiving information about the instance of the systemic change, the information is double-checked before entry into the Systemic Change Log. If it is a case of business expansion, the information is checked with the client using a set of questions and through site observation; in the case of crowding in, it is cross-checked with the client and the crowding in entities on site to clarify programme attribution. All systemic changes occurring in the market are captured in the log sheet. The changes are described, categorized, dated, and attribution ascribed and fed into the system. The programme only attributes systemic change when there is clear, objective and well-grounded proof that systemic changes occurred due to programme activities. Only after verification does the programme start calculating the indirect benefits of the systemic changes (See the *Systemic Change Log* in *Annex 6*).

Data Collection & Measurement & Attribution: For some indicators direct measurement of systemic change is possible e.g. new service providers. Where direct measurement is difficult, (E.g. Scale, NAIC) projections are based on the already existing data or an in depth interview is conducted to measure the impact of this particular systemic change. During interviews with the programme client and/or crowding in service provider, the sales, volume produced, processed or supplied or number of beneficiaries of the new businesses are captured. This information is triangulated with the existing data of similar business and with external data sources. After that the RM team makes a conservative estimation of impact. To double check the programme conducts a sample survey with customers of the crowding in business.

Box 3: Example of Capturing Systemic Change and its impact: Crowding in

Intervention: An intervention involving improved distribution through independent local vet pharmacies with a national veterinary input supplier to the region is facilitated by the programme. A few pilot Vet Pharmacies are supported via co financing to kick-start the intervention. They have upgraded infrastructure and access to a better and cheaper range of veterinary drugs and technical support network.

Expected Indirect impact/ Systemic Change at Outcome Level: Other/new vet pharmacies in region which are not supported by the programme, contact the national vet input supplier and copy the model to enter or enhance their market.

Qualitative information: The relevant Theme Officer has found out that a new vet pharmacy has opened who is purchasing drugs from the veterinary input supplier and serves 100 customers per month (during its first year of work). The Information Coordinator conducts in-depth interviews with the programme facilitated Vet Pharmacies and with crowding in Vet Pharmacies and verifies that benefits generated by this new vet pharmacy do not differ from the benefits generated by programme supported ones.

Systemic Change Log Sheet: *I*nformation is reflected in the log sheet: Vet pharmacy crowding in (Name, Location, Starting date of the business, description of the business and linkage to the programme activities and input supplier's sales, number of customers etc is included in the sheet).

Measurement: The programme estimates the number of beneficiaries of crowding in vet pharmacy by dividing the adjusted sales of input supplier to the vet pharmacy by average consumption per farmer. (E.g. if , on average, one farmer spends 5 Gel in the vet pharmacy and the crowding in vet pharmacy sold 100 Gel worth of vet medicines, the RM team divides the total sales by the average costs of farmer and finally reports 20 beneficiary farmers from the crowding in vet pharmacy. *A further survey might be conducted within the farmers to capture the actual impact of the crowding in Vet Pharmacy.*

Reporting: Once indirect benefits have been generated they are reported in a way which distinguishes them from direct results, in the bi-annual and annual reports.

Note: Business expansion or crowding in? *If the national veterinary inputs supplier has approached the Veterinary pharmacy with an offer of distribution and improved services this would be a case of business expansion. The fact that the pharmacy independently approached the distributer and is not a franchise but an independent business also selling medicines from other suppliers makes the difference.*

COPYING

The Systemic Change Log Sheet does not include cases of copying. Copying is recorded in the MP1 from the relevant boxes in the Results Chain. The impact of copying is estimated by:

- Establishing the copying ratio: the number of copying farmers for each direct beneficiary farmer
- Asking respondents during the impact assessment whether their neighbours copied their new practices.
- Interviewing a sample of the neighbours named (using snowball sampling) to cross check whether they are actually copying the practices and reasons for copying.
- Checking for overlapping among the copiers (i.e. whether one copying farmers is copying from 2 or more direct farmers).
- Using this information to calculate an estimated average copying ratio.
- Collecting baseline information for copying farmers. Later on, validate the behavioural and performance changes for copying farmers. (If the copying farmers have already copied and realised performance change, it is possible to collect baseline information through recall, and behaviour and performance changes at the same time as gathering information on the copying ratio.)

5.2. CAPTURING UNDEFINED AND UNINTENDED SYSTEMIC CHANGE

For capturing *undefined* or *unintended* systemic change other than copying or crowding in, the programme follows the procedures as noted in the sections 5.1. (See P36 footnote 25 and P40 *Types of Systemic Change Captured by the ALCP* for a definition of undefined v's unintended). The programme can predict the *intended* impact of copying and crowding in and builds it into the results chain. Other broader and more diverse indirect effects however cannot always be explicitly captured in the results chain or even visualized and are therefore *undefined* or *unintended*.

As well as undefined cases of systemic change captured in the *Systemic Change Log Sheet* in 2016 the ALCP took part in an Outcome harvesting (OH) trial[36] to test the methodology for the capture of *undefined effects* at the market level. This tool is most useful when applied to the study of mature interventions, not for capturing early results. See the methodology below

BOX 1: SIX STEPS TO OUTCOME HARVESTING

1. **Design the Outcome Harvest**: Harvest users (i.e. program staff) and harvesters (i.e. the researcher) identify useable questions to guide the harvest. Both users and harvesters agree on what information is to be collected and included in the outcome description as well as on the changes in the social actors and how the change agent influenced them.
2. **Gather data and draft outcome descriptions**: Harvesters glean information about changes that have occurred in social actors and how the change agent (i.e. the program) contributed to these changes. Information about outcomes may be found in documents or collected through interviews, surveys, and other sources. The harvesters write preliminary outcome descriptions with questions for review and clarification by the change agent.
3. **Engage change agents in formulating outcome descriptions**: Harvesters engage directly with change agents to review the draft outcome descriptions, identify and formulate additional outcomes, and classify all outcomes. Change agents often consult with well- informed individuals (inside or outside their organization) who can provide information about outcomes.
4. **Substantiate**: Harvesters obtain the views of independent individuals knowledgeable about the outcome(s) and how they were achieved; this validates and enhances the credibility of the findings.
5. **Analyze and interpret**: Harvesters organize outcome descriptions in order to make sense of them, analyze and interpret the data, and provide evidence-based answers to the useable harvesting questions.
6. **Support use of findings**: Drawing on the evidence-based, actionable answers to the useable questions, harvesters propose points for discussion to harvest users, including how the users might make use of findings. The harvesters also wrap up their contribution by accompanying or facilitating the discussion amongst harvest users.

Source: Wilson-Grau and Britt, "Outcome Harvesting," Ford Foundation, 2012.

Figure 10 The Six Stages of Outcome Harvesting

[36] Undertaken under the USAID Leveraging Economic Opportunities and BEAM Exchange, the pilot OH research was conducted in May-June 2016. The methodology was adopted and adapted by the programme. *Testing Tools for Assessing Systemic Change: Outcome Harvesting. The ALCP Project in the Georgian Dairy Industry*.

ADAPTATION FOR PROGRAMME USE

Following testing the programme modified the OH methodology to save time and resources by omitting the fourth substantiation step when answers from the original interviews (2nd step) are homogeneous and are in line with other substantive quantitative / qualitative data collected by the programme. Please see the Outcome Harvesting Trial Research Report for the methodology in practice.

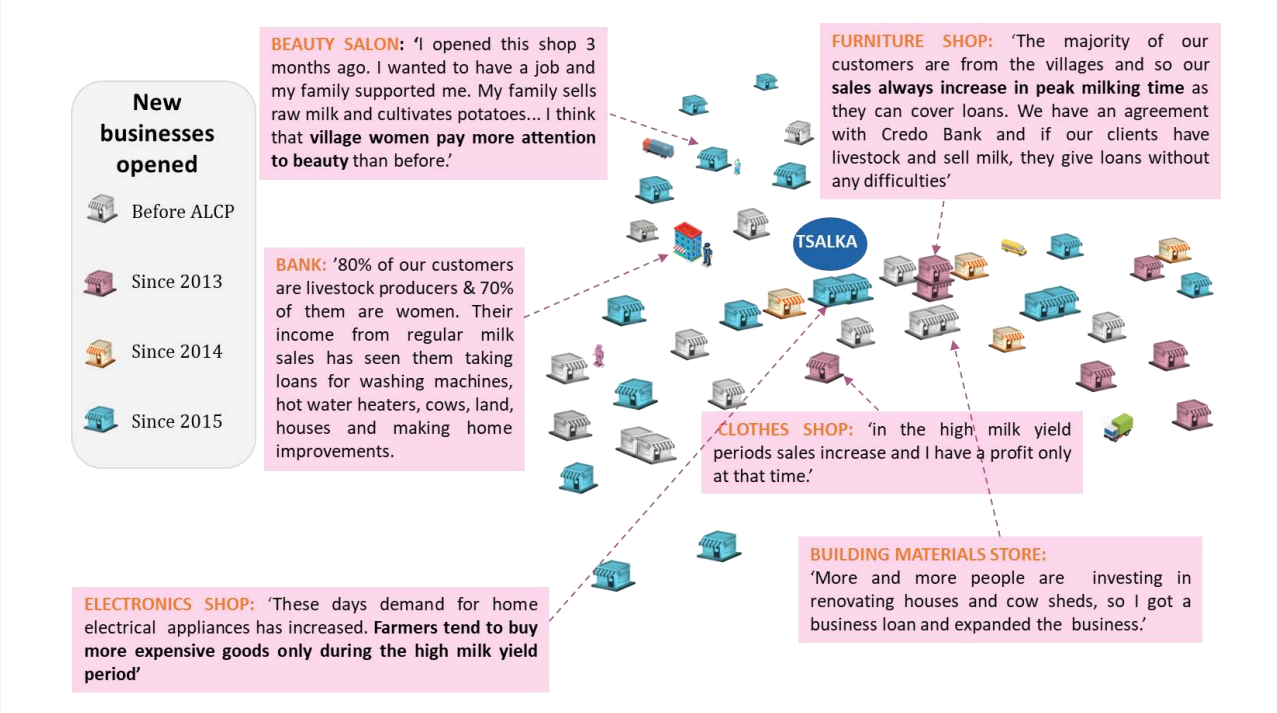


Figure 11 Visualization of the Broad Impact on Local Economic Development of Local Milk Sales as Captured in the OH Trial

6.3 TIMING, ROLES AND RESPONSIBILITIES

The expected systemic change is built into the results chain and MP's at the beginning of the intervention. *The Systemic Change Analyst and Information Coordinator / Officers* are responsible for conducting research regarding systemic change. The *SCA* also assists the designing of pathways to capture the changes (in the RC, Intervention rational, indicators and research methodology). The Systemic Change Log Sheet is updated quarterly. *The Information Officers* and the *SCA* are responsible for including all possible systemic change cases into the log sheet. Then the *Information Coordinator and RM Coordinator* review the document case by case and a meeting is held alongside the MAP meeting to check the contents with the entire team Finally the biannual systemic change log sheet is approved by the *Team Leader* for inclusion in the bi- annual donor report.

As well as and in addition to the cases identified in the Log Sheet all interventions are checked as they mature at least on an annual basis. The *Theme Officers & Coordinators, and Information Coordinator /Officers* are closely consulted to obtain information relating to systemic change and are in charge of conducting qualitative surveys and assembling qualitative data. When systemic change has occurred, the *RM unit* selects the best form for measuring it.

6. GENDER & WOMEN'S ECONOMIC EMPOWERMENT

Gender is integral to every programme activity and is included from the beginning in every step of the programme cycle.

GENDER AND WOMEN'S ECONOMIC EMPOWERMENT & THE ALCP

By dealing with the poor as one target group rather than more traditional overt gender programming which targets women specifically, debate has surrounded the challenge of gender mainstreaming in M4P. A tangible result of this debate was the development of the M4P Hub sponsored *Guidelines to the Incorporating Women's Economic Empowerment (WEE) into M4P Programmes*[37] in 2012 which includes a framework for use throughout the M4P programme cycle[38]. RM is the final part of the framework and offers solid guidance to incorporating WEE into the RM system, which goes beyond disaggregating gender data and includes guidance on the development of results chains, indicators, the establishment of baselines, monitoring plans and analysis, decision making and reporting. (See Part B of the document). The process of developing guidelines for results measurement in WEE has continued, to include the DCED commissioned *Guidelines for Measuring WEE in Private Sector Development* (2015)[39] as well as the guidelines How to Put Gender and WEE into Practice in M4P (2016) based on the ALCP. The guidance provided in this chapter concerning the methods in use to capture WEE in the ALCP can be seen in detail and placed in a wider context of gender and WEE implementation and measurement in PSD/market systems programming, in the latter.

7.1 MEASUREMENT METHODS APPLIED TO GENDER MONITORING

In the ALCP all reported changes in key indicators, describing outputs and outcomes for farmers are gender disaggregated in a meaningful manner. If an exception occurs and results are not gender disaggregated, valid justification, has to be provided. The rest of this chapter describes how the programme meets gender needs and how it is reflected in the monitoring system. In the main, the measurement methods and attribution strategy (which have been documented in detail in this manual) are applied to gender disaggregated data. According to the DCED standard, the universal impact indicators must be gender disaggregated see Table 1 below:

[37] 2012 the Alliances Programme was one of the two programmes chosen as a case study for the development of the guidelines.

[38] There are five stages: 1. Setting the Strategic Framework, 2. Understanding the Market System, 3. Defining Sustainable Outcomes, 4. Facilitating Systemic Change, 5. Assessing Change.

[39] The ALCP was one of two case studies in both documents.

Table 1: DCED Requirements for Gender Disaggregation of Universal Indicator and ALCP Practice

DCED Standard	ALCP
Scale: "Data should be divided to show the relative numbers of male- and female-owned SMEs".	Major target beneficiaries: SSLP HH's access to services, information & markets & ALCP clients and/or supported entities (more than 95% of whom are SME's)
Net Attributable Income Change (NAIC): "Data should be divided to show the additional net income of male-owned SMEs compared to that of female-owned SMEs and male workers compared to female workers".	Major target beneficiaries: SSLP HH's & ALCP clients and/or supported entities (more than 95% of whom are SME's)
Net additional Jobs Created: "Data should be divided to show the number of FTE jobs that went to men, and to the number of FTE jobs that went to women".	The programme follows the standard. Also, the programme disaggregates relevant indicators by Gender (such as job satisfaction, salary gap, behavioural changes, benefits of the stable income and job, savings, investments).

ISSUES RELATED TO GENDER DISAGGREGATION

Making gender meaningful both in terms of programme implementation and Results Measurement is challenging. The only widely recognized and established requirement for gender performance monitoring presently is the disaggregation of results based on gender. The problem with gender disaggregated data although a vital basic requirement for ensuring some measure of gender mainstreaming or a measure of the impact a programme is having on women is that it has varying levels of efficacy in providing *a true picture of the impact of an intervention on women* particularly when based solely on scalable quantitative indicators that cannot reflect the complexity of gender relations at the household and community level. It is essential therefore that this type of gender disaggregated data be backed up by assumptions based on qualitative data that allows for an interpretation of the figures beyond face value.[40] GDD does not show the economic empowerment of women. Developing and applying these assumptions and applying them to GDD to present a picture of WEE is discussed in the following section. The following examples highlight some of the issues found within the ALCP programme, which hinder gender disaggregated data from showing the true level and nature of impact on women in relation to programme interventions and the programme response in italics:

Data Collection: Women often sign their husband's name, i.e. the family or household name when accessing services facilitated by the programme or supplying to programme facilitated entities and clients collecting data also often record their female suppliers or customers by HH i.e. the male name. *This leads the programme to have to devise ways of data collection, which somehow shows the sex of the purchaser. During the impact assessment surveys the programme sets gender quotas to make sure that final sample includes actual proportion of women & men, as it is distributed in the entire target population.*

[40] Bearing in mind that qualitative data is itself often comprised of data sets, which are often very limited and based on very small sample sizes that offer no statistical heft to the findings.

Decision Making / End User: Men often do the marketing in town with women being left at home, yet women are for example in the case of veterinary medicine often responsible for diagnosing and requesting the drugs from the vet pharmacy which they will then administer. The data will show a prevalence of male customers although in many ways the decision maker and end user is the woman in the HH responsible for livestock husbandry in the home. *This issue therefore needs more emphasis on the development of indicators which will capture the complexity of decision making and roles at the HH level and going beyond the issue of mobility. Programmatically it may lead to changes in the design of the outreach of the inputs supplier*[41].

Scale: Presenting the gender disaggregated beneficiaries of programme interventions *actually* shows us the number of customers and suppliers of the programme supported enterprises rather than who is really benefitting and how these benefits are distributed within the households. *Therefore, extra gender analysis is required to answer how the income is distributed within the family.*

Income: Women are the main producers in the dairy value chain, responsible for livestock husbandry in the home and milking and processing. They are responsible for dealing with intermediaries from the home where they handle cash. However, payment from more formalized entities is conducted from the milk collection centre to which mostly men go and therefore again men's names are used and cash is handed to them. *The issue here is finding out what level of access and control women have to this income. When analyzing data to find out whether women's livelihoods have been improved in relation to NAIC, gender disaggregated data can present a bleak picture and tell us little, as often income becomes household income and the decision making related to its use and control over its use is complex. One programme solution has been to accept the reality of women and men doing things 'in tandem' in the HH and measure women's access in terms of 'number of women who accessed X either independently or in tandem with another HH member'.*

ASSUMPTION DEVELOPMENT AND TESTING

The assumptions developed from qualitative data relating to women i.e. from the market analysis, focus group surveys, gender analysis and ongoing analysis are tested throughout the programme cycle to verify their application to GDD and their use in the development of programme design and WEE indicators. This is done through an iterative cycle of discussion in the team based on the annual qualitative assessments of interventions and the MAP meeting cycle where intervention results are discussed in real time and the design and ongoing redesign of indicators to capture trends and knowledge is deepened or changed as interventions grow and are themselves altered. These assumptions include the profiles of the target beneficiaries within their communities, working lives and homes, roles, responsibilities within the target market systems and access and control over resources.

[41] In the veterinary intervention both village based 'satellite' pharmacies and well equipped para vets who could work on the high pastures where women live with their cattle all summer were gender sensitized calibrations to the intervention where previously pharmacies had only been concentrated in main municipal towns.

APPLYING ASSUMPTIONS TO GENDER DISAGGREGATED DATA AND DEVELOPING WEE INDICATORS:

The application of assumptions to GDD allows for the development of WEE indicators. All three universal indicators, scale, NAIC and jobs, have separate assumptions.

7.2 MEASURING WEE

Measuring WEE requires a commitment to ensuring that WEE is present in every aspect of programme design and implementation and that necessary instruments are employed at the right time in the programme cycle. It will entail research at the HH level, which will have to gauge what can and cannot be sensitively measured within the complex gender relations of the HH and community and ongoing monitoring and calibration of the assumptions on which programming is based see above. Success in measuring WEE indicators will be improved by using indicators that are within the scope and experience of the programme remit. The generation and use of WEE indicators and their employment within the programme, specifically the use of *gender sensitized* and *gender overt* interventions are discussed below. Detailed overviews of the methods for the measurement of WEE Impact in the monthly data collection cycle and quantitative and qualitative surveys and the gender disaggregated and WEE indicators used at output, outcome and purpose level are provided in the Annexes. See *Annex 9 Measuring WEE Impact* and *Annex 10 GDD and WEE Indicators.*

WEE INDICATORS

Gaging the level of the economic empowerment of women affected by interventions involves looking at *Access* to the benefits incurred and the *Agency* of women over them i.e. how much control, decision making power and utility they have over them. The assumptions form the basis for the development of WEE indicators for insertion into monitoring plans.

In the ALCP they correspond to:

Access to services, markets, income, public goods, funding and time saved.

Agency over HH budgeting and expenditure related to livestock, time saved and decision making related to livelihood choices/household management/investment/business start-up and public goods.

GENERATING WEE INDICATORS

Box 4: The Three Step Process for Generating WEE Indicators

The process of generating WEE indicators can be simplified by the use of a three step process:

1. Clearly transcribe the GDD indicator.

2. Clearly expound/voice the assumption that is being made in terms of the impact of the particular GDD indicator on WEE.

3. Convert the assumption into a WEE indicator.

Two examples of this process of generating WEE indicators are shown below. As with all indicators these should be SMART[42]:

Example 1: Aim: To measure the increase in decision making and choice over livelihoods due to increased access to community decision making fora/information/knowledge and skills:

Gender Disaggregated Indicator

women have access to community decision making for a/new skills and knowledge/information through community meetings/training centre/technical training.

Assumption

women who attended community meeting use the opportunity to vote to access public goods which provide improved livelihood options.

WEE Indicator

women exercising choice over public goods which positively benefit their livelihoods.

Example 2: Aim: To measure the increase in decision making over the use of income by women through their increased income from improved market access.

Gender Disaggregated Indicator(s)

women have access to community decision making fora through community meetings

Assumption:

women have access to and bring money into the HH and are empowered through having a measure of control over it.

WEE Indicator

# of women who make decisions regarding HH expenditure related to livestock/livestock based livelihoods.

USING QUALITATIVE WEE INDICATORS WITH QUANTITATIVE WEE INDICATORS

As with all indicators the impact will be made much more meaningful *by the addition of appropriate qualitative data which should be collected from informants on an annual basis* as shown below:

Example: Of the XXX women who were facilitated to have improved access to market and had increased NAIC as a result, 75% have reported that they have far more control over the use of the income from the commodity which they produce and supply themselves now that the factory they supply is buying daily/weekly/monthly and they are sure of a sale. Women have reported that it is easier for them now and that they have more respect within the HH as the factory is well respected in the community. Women have reported that they have been able to invest in better equipment (empowered to invest in livelihood) they have been able to pay for extra tuition for their children and pay for health and dental treatment for children previously too expensive etc (empowered to invest in family).

[42] Specific, Measurable, Attainable, Relevant & Time bound.

7.2 GENDER SENSITIZED INTERVENTIONS AND GENDER OVERT INTERVENTIONS

GENDER SENSITIZED INTERVENTIONS

Alliances uses *gender sensitized interventions (GSI's)* which reflects the fact that to impact both men and women interventions must take into account that they perform different roles as market players, face different constraints and are able to exploit different market opportunities. Each intervention results chain contains within it the steps (*GSI boxes*) necessary to ensure that an intervention is calibrated in a way to reach women and ensure equitable impact. Depending on the nature of the intervention it may mean as little as ensuring that women are targeted in advertising or that information dissemination reaches them, or in others designing the intervention to take into account that finding the correct entry points with women will be pivotal to the success of the intervention e.g. reaching women raw milk suppliers with specifically tailored information for the supply of quality milk. Building these steps into the results chains is part of the normal intervention results chain development process. (*Please refer to the relevant sections for the general process into which gender is mainstreamed*).

To build in the gender sensitized change boxes in the results chain the following steps are taken:

1. The gender disaggregated focus group survey, gendered market analysis and gender analysis conducted prior to the intervention, study the specifics of women's role in the market: including the constraints and most importantly the opportunities/entry points in the market. The knowledge gained is reflected in investment plans also in the intervention rationale[43], and is used for planning GSI activities and expected outputs and outcomes which are incorporated into the results chain.
2. The gender sensitized activities are incorporated in the results chains as GSI boxes and describe activities specific to women and the outputs and sometimes outcomes that are expected specific to women[44]. These are included in the respective monitoring plans.
3. In addition to the specific GSI change steps mentioned above, quantitative and qualitative indicators for all key changes are disaggregated by gender and assumptions (based on research) are applied to the data to allow for its meaningful interpretation. E.g.: *#/% of female vet pharmacy customers, annually* – might reflect: *#/% of women in charge of or involved in budgeting livestock related expenditure within their households* .

The GSI method enables the better targeting of interventions to achieve equitable impact and the meaningful interpretation of data and reporting of results. It also with the involvement of *stakeholders* in RC design (see earlier sections), enables clients to differentiate among their customers, shows them the

[43] See intervention rationale table.

[44] In many results chains GSI boxes stop at the output level having ensured that in carrying out these steps that certain constraints are overcome and women are able to benefit from the intervention. In others where the role of women is more pivotal for the success of the interventions impact the GSI boxes may reach the outcome level.

roles women play as suppliers and customers and allows for intervention design which builds in more sustainability for the business as well as for the intervention[45].

GENDER OVERT INTERVENTIONS

As well as gender sensitizing all market development interventions the programme has included (to date one) *Gender Overt Intervention's (GOI)* as part of the programme strategy, which deals with transversal themes and governance[46] and is addressing women's access to decision making. This intervention focuses entirely on women as a target group and reflects a programmatic focus on a cross cutting constraint in the operating environment for women diagnosed in the gender/market analysis and one which offered a leverage point for systemic change [47]. The results chain therefore is one in which every change step is specific to the WEE change pathway. The monitoring of GOI's follow that of any other intervention. *(Please refer to earlier sections of the manual for the steps involved in this and the timings roles and responsibilities).*

7.4 DESCRIBING AND PRESENTING WEE IMPACT

Nowhere is the synthesis of quantitative and qualitative WEE information available to the programme through the monitoring system and the tools described hitherto, more important than in describing and presenting WEE impact. Narratives combining the changes in agency observable at the household level must be meaningfully aligned with quantitative data (which has been scrutinized to take into account the issues pertaining to GDD). The programme continues to work on ways to improve its presentation of this kind of narrative including aggregation of WEE indicators at Outcome and Programme level. See gender and WEE indicators in *Annex 10*.

7.4 TIMING, ROLES AND RESPONSIBILITIES

Gender Analysis is part of the market analysis process and is supervised by the *Team Leader* and overseen by the *Programme Managers* and *RM unit,* and is conducted at the beginning of new programme phases or inception phase. The building of gender sensitized intervention boxes in the intervention results chain, the links to the MP1's & MP2's as part of the monitoring of gender specific indicators and overt gender interventions are the responsibilities of *Themes Officers & Coordinators, RM Coordinator / RM Officers*

[45] Note: This often referred to as 'making the business case for women' (see *Making the Business Case: WEE in Market Systems Developmen*t (2015) USAID LEO) based on the idea that an upfront idea pitched to the business proving the economic or 'business' worth of women is necessary to ensure WEE in programming. In the ALCP the belief is that stemming from the research and correct choice of sector, constraints and opportunities built into every stage of the programme cycle and the selection of the correct entry points the WEE process can be more natural and more iterative. It is in fact the facilitator i.e. the programme who must carry the responsibly for engineering WEE rather than the business by understanding and leveraging opportunities from within the operating environment. It is context specific, flexible and is based on a clear understanding of the role of facilitator and the role of client. For more on the investments process please see the *ALCP Investments Manual version 2 2015-2019.*

[46] And in which local and regional government are facilitated as the key market players.

[47] In the form of new gender laws in place but not being enacted in local municipalities.

and *Information Coordinator*[48]. The WEE Assumptions testing is overseen by the *Team Leader* as above and may involve internal or commissioned research should it be considered necessary to augment existing research. Other in depth research may be carried out on an ad hoc basis as the need arises in line with programme requirements by *Themes Officers & Coordinators or external consultant/Programme Management.*

[48] Please refer to the Timing, Roles and Responsibilities sections in chapters 1,2 & 3 which deal with building results chains, intervention rationale and monitoring plans and indicators.

8. TRACKING PROGRAMME COSTS

Programme costs are tracked monthly when a monthly expense report is compiled by the centrally based *Finance Officer* based on the coding of each expense. These are sent to the *Senior Programme Management.* Annual revised budgets and audited financial statements are prepared as a contractual condition between Mercy Corps as the implementing partner and the donor SDC. Unaudited accounts are provided bi-annually. In addition the programmatic expenditure is reported in every bi-annual and annual report (available on www.alcp.ge) which is submitted to the donor. The budget is reported in the Finance and Management Section, specifically:

- Percentage of Budget Spent vs. Planned per Outcome
- Budget Deviations and Outlook for the Rest of the Phase
- Appraisal on How Efficiently Inputs were Converted into Outputs

9. REPORTING RESULTS

BASIC PRINCIPLES OF REPORTING

The programme meets the following basic principles while reporting:

- The template should follow the template provided by the donors (which follows the outcome monitoring concept).
- The data is presented honestly and reflects reality.
- The data presented is readable and clear for the audience.
- The sources, methodologies and assumptions applied are described in detail clearly (if the format of the report offered by donors allows this).
- The programme reports against all indicators agreed with and accepted by the donors at the beginning of the project, listed in the logframe.
- The three Universal Impact Indicators are reported.
- The data is gender disaggregated.

9.1 BI AND ANNUAL REPORTS

Programme reports are written on a bi-annual and annual basis by the Team Leader which are then submitted to SDC after being reviewed by the Mercy Corps Georgia Country Director and Mercy Corps HQ. The report format is based on the format provided by the donors. Additional information including more detailed scalable and gender disaggregated results per intervention, gender interpreted data per outcome, qualitative information and detailed information regarding interventions, how interventions have developed in comparison to the original proposed opening interventions detailed in the log frame and success stories including results of note are given in the annexes.

Team members should understand their role in and have examples of reporting in which reporting on women and men is a given and which highlights the way in which interventions have been calibrated to overcome key constraints to women and the specific impact on women generated as a result. This will

include a synthesis of quantitative and qualitative data (including the impact from WEE indicators), showing how impact contributes to the goal of the intervention and the project goal.

DONOR FEEDBACK

The donor SDC, arranges a *Steering Committee Meeting* after receiving and reading the report to discuss it and the implications if any for the programme in light of the report in terms of calibrating programme management in line with programme and donor expectations and strategy.

9.2 QUALITATIVE REPORTING

Qualitative impact is an integral part of ALCP reports. The bi and annual reports include quantitative and qualitative data side by side. The information contained in these reports is aggregated by outcome and illustrations and interpretations of results made possible through qualitative findings are produced. Infographics are produced which attempt to synthesize qualitative and quantitative information and analysis pictorially. This synthesis of qualitative and quantitative data and the subsequent 'stories' of programme impact is harnessed for use in learning and dissemination, agency wide with the donor and within the global community of practice (see below).

9.3 PUBLISHING RESULTS

Subject to the approval of SDC the bi and annual reports are published on the programme (www.alcp.ge) and Mercy Corps website (www.mercycorps.ge) The programme also produces materials which show the results, investments and targets made in an intervention as well as the rationale and strategy behind it in 'fact sheets' which are used for donors, dignitary and cross learning visits. The results from surveys and programme specific interventions such as the results garnered from improved breeding are disseminated through appropriate channels including the MC Connect website, Linked In, DCED and BEAM websites and through presentations. Easily accessible information and 'stories' are used for intra agency communication to private donors i.e. awareness and fund raising and externally for communication with a more general public.

As the programme impact has grown material and analysis is being fed into numerous channels on M4P and WEE for DCED, USAID LEO, BEAM, SDC amongst other. All reports are available on the programme website.

9.4 TIMING, ROLES AND RESPONSIBILITIES

The report is written on a bi-annual and annual basis as required by the donors and submitted at the end of May and November. The report is written by the *Team Leader* based on data provided by the *RM Coordinator, Information Coordinator* and the *Theme Officers & Coordinators* facilitated by the *Deputy Team Leader.* It is checked by the *Country Director* and the *Georgia Programme Officer in HQ***.** On an ongoing basis the *Information Coordinator* for qualitative data and *RM Coordinator* quantitative data are expected to provide data as and when required as needs for results dissemination occur (see above).

10. MANAGING THE RM SYSTEM: RESULTS MEASUREMENT AND EVALUATION

As stated in the introduction the ALCP Programme is committed to the interdependency of management and results measurement. All programme and RM staff members perform duties, which ensure inclusive design of intervention results chains and monitoring plans, ongoing interaction during programme implementation, the collection and entry of intervention data, the aggregation and review of this data, the use of the data to feed back into programme implementation, problem solving and reporting.

This is achieved in the following ways:

- *Clear job descriptions*, where roles and responsibilities are assigned
- *Clear plan* of programme procedures and RM procedures and how they intersect as shown in the *Programme Work Flow Diagram*. (See Figure 2)
- Comprehensive written guidance in the *ALCP RM Manual* and the *ALCP Investments Manual Version 2 2015-2019*
- Bi-Monthly *Monitoring Action Plan* meetings for RM, programme staff and management which form the backbone of assessing intervention results on a bi-monthly basis, trouble shooting, problem solving and using impact to calibrate interventions for better implementation and impact. Discussion concerns the intervention successes and drawbacks of each intervention based on any new **qualitative information** and **quantitative** indicators for scale including gender ratios, production capacity, amount processed, scale, productivity, income number of services etc.
- Evaluation of the impact reported in the *bi and annual reports* for the programme, are carried out in the bi-annual *Steering Committee Meeting* convened by SDC following every report. The report is shared and discussed with programme staff and Mercy Corps HQ and is posted online following acceptance of the report granted in the Steering Committee.
- *Results chains are living documents*. Results chains are reviewed on at least an annual basis and when an intervention enters another phase[49] of funding (which forms part of the risk management in the implementation strategy).
- *An open office culture* where results are discussed candidly and information flows freely between all elements of the programme (See RM System Information Flow Diagram Figure 1) are a vital part of an implementation system. The vision of change, underperformance, failure and mistakes (as well as good performance and successes) can be openly discussed, tracked and analysed to further inform intervention implementation. The main forum for this is the *Bi-*

[49] Some interventions might have second phase or third phase of investment, it is part of the growth and risk management strategy of managing interventions. The need and/or relevance of the second phase of the investment can emerge based on outcomes of MAP meetings and ongoing communication over impact with clients. The second phase often represents the series of actions to achieve an original planned goal with basic activities to address key constraints being undertaken in a first phase to allow this to take place. For more on the investment process including phasing, additional funding and risk management see the *ALCP Investments Manual 2015-2019*.

monthly MAP meeting after which corrective action or action to enhance performance is taken. More *informal discussion and weekly staff meetings* also provide opportunities for discussion and feedback.

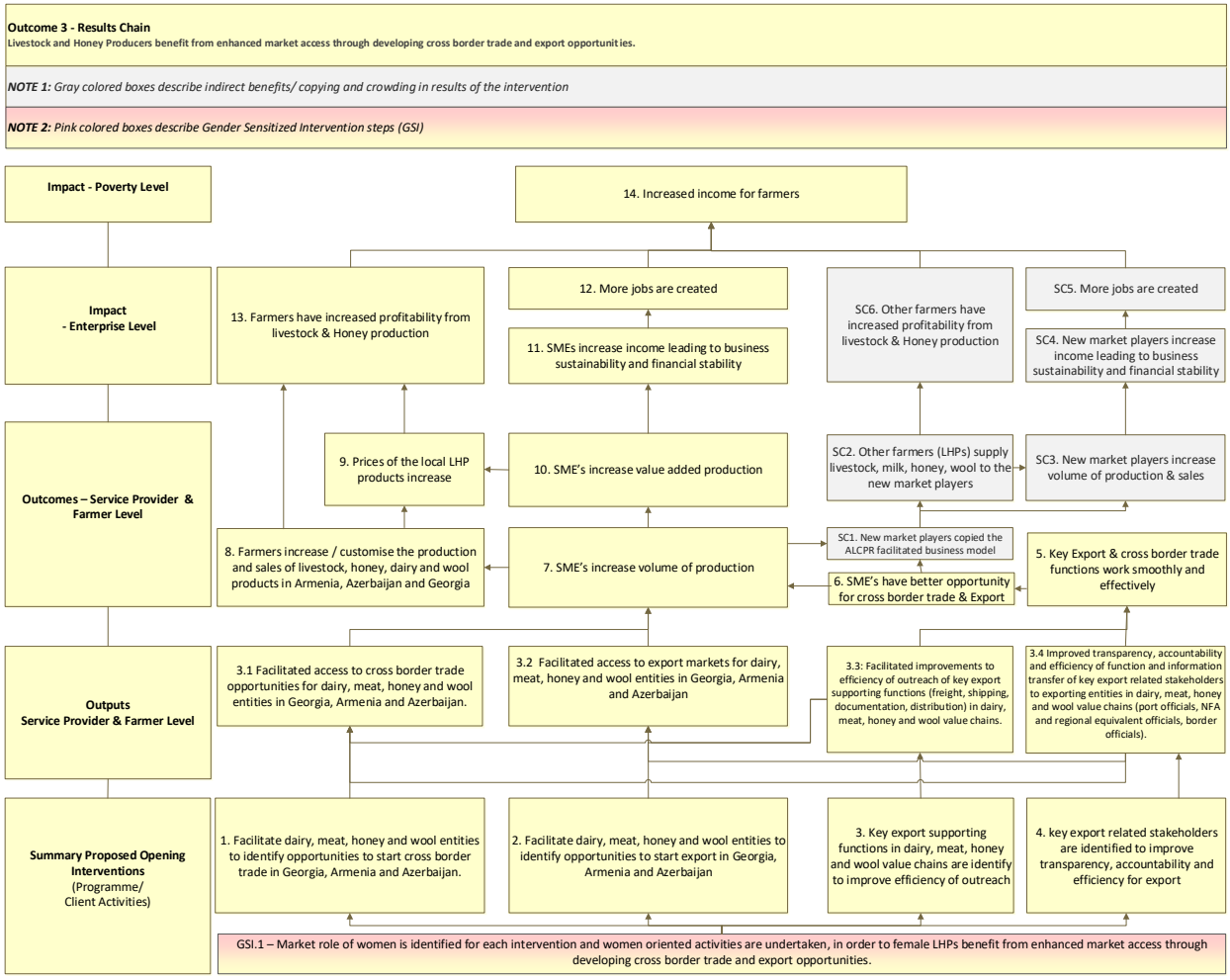
- *Bi-Annual RM Workshops* and other programme workshops provide opportunities for discussing performance and results. Annual gender workshops are held focusing on analysis of gender results and a review of interventions. Reports are published see www.alcp.ge
- *Weekly report - at the beginning of week* the management from each office (three at time of writing four from January 2019) and the RM team send weekly activity reports to all@alcp.ge It is a tool to ensure coordination between programme and RM and across the ALCP offices. (See Annex 7).
- *Stakeholder Feedback* results are regularly reviewed with clients who use them to feed back into aspects of their business model. Client satisfaction, increase/decrease of sales, # of beneficiaries provides Theme Officers' material on which to base constructive communication with clients.

10.2 TIMING, ROLES AND RESPONSIBILITIES

Theme Officers are responsible for collecting and organizing their data for each monthly Bi-monthly MAP meeting aided by the *RM Officers* and advised by the *RM Coordinator and Information Coordinator.* The *RM Coordinator / RM Officers* is responsible for helping *Theme Officers* present and interpret their results ahead of the meeting and attempt to troubleshoot ahead of time. The *Information Coordinator* is responsible for scheduling the meeting and producing the meeting minutes. The *Team Leader* is responsible for reporting (see Section 8) and for following up with the respective parties for discussion and evaluation following the delivery of the report. Weekly reports are written by *RM Coordinator*, which unite all the weekly activities scheduled by *RM unit* and *Information Coordinator / Officers.*

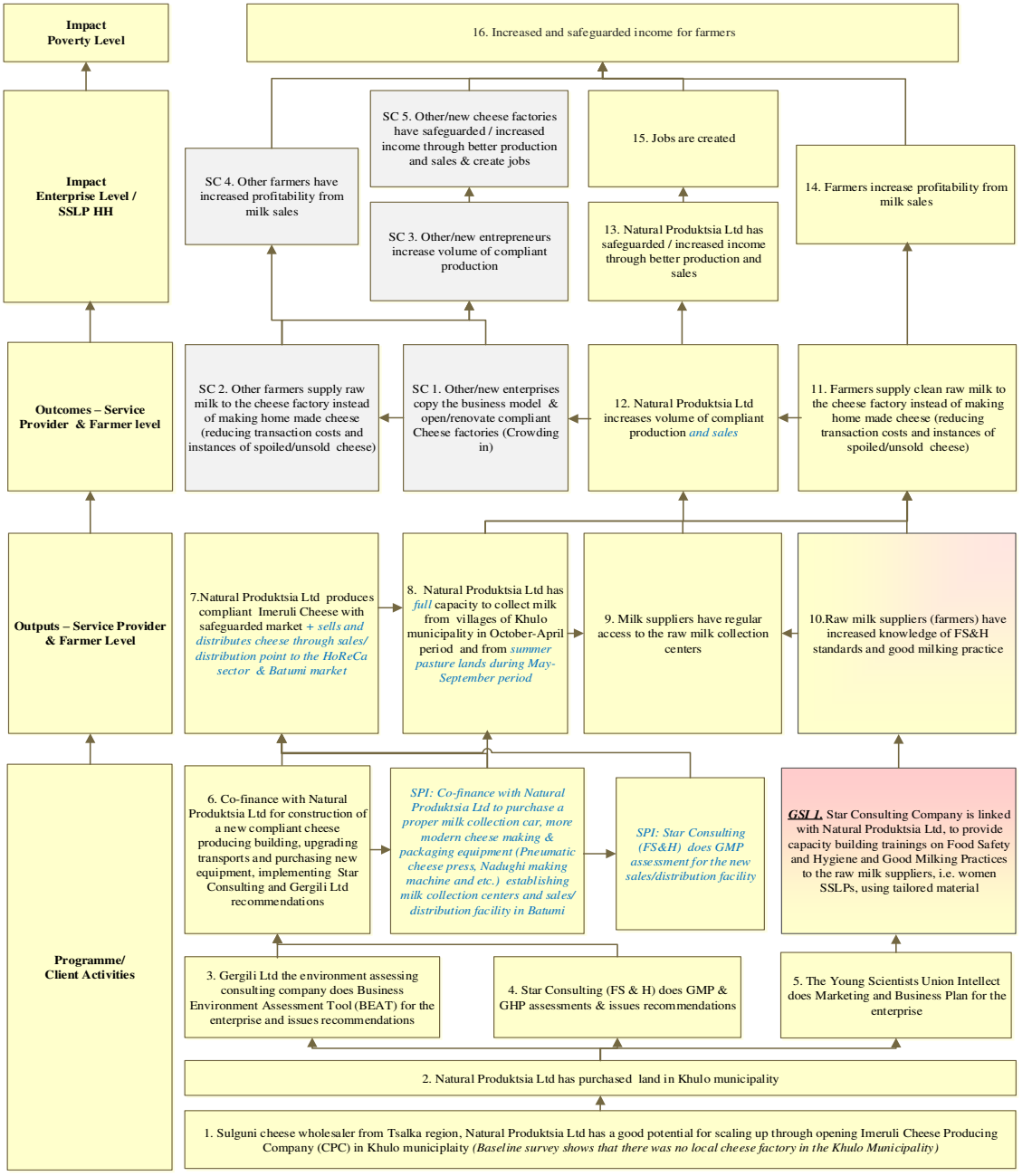
ANNEX 1: EXAMPLES OF RESULTS CHAINS

1.1 Outcome Level RC



1.2 Intervention level RC

2.3.3 Intervention 1 - Results Chain
Client*: *Natural Produktsia Ltd
Intervention Title:* *Co-invest in constructing new cheese factory to collect milk from farmers
Intervention Starting Date*: *07.04.2015
Intervention Second Phase Starting Date:* *21.09.2016
*NOTE 1: Gray colored boxes describe **indirect** benefits/ copying and crowding in results of the intervention*
NOTE 2: Pink colored boxes describe Gender Sensitized Intervention steps (GSI)
NOTE 3: Blue colored boxes / text describe the second phase (Scale up) of the intervention



ANNEX 2: INTERVENTION RATIONALE AND SUMMARY OF SUPPORTING RESEARCH

Level	Result Chain Steps	Rationale/Assumptions (Summary of Supporting Researches & Documentations)	Source Used	Considerations			
				Displacement	Systemic Changes	Counterfactual	Gender
Outputs – Service Provider Level	7. Natural Produktsia Ltd produces compliant Imeruli Cheese with safeguarded market + *sells and distributes cheese through sales/distribution point to the HoReCa sector & Batumi market*	The client will be the 1st cheese factory in the municipality which produces Imeruli Cheese which forms 80% of the market but is predominantly produced in the home. The market and particularly HoReCa sector increasingly require compliant cheese.	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey	There is no CPC operating in that administrative unit currently. So, no displacement for the cheese factories is expected. However, there are cheese intermediaries, who collect homemade cheese from farmers. So, when farmers stop making cheese and start selling raw milk intermediaries might lose their place on the value chain. Bottom line is that from 2020 it will not be permitted to sell homemade cheese, so these intermediaries will lose their jobs anyway. Also, as far as there will be new job places for milk collectors and cheese distributors, they might find another place on the value chain. The programme keeps eyes on them and captures intended or unintended changes through systemic	This is the first cheese factory in Ajara, which might become role model for other market players as well. When others see the benefits of the cheese factories and when more farmers move to selling raw milk, other entities and farmers will copy the business model. Saved time and reduced drudgery allows for SSLP's mainly women to have agency over time and through door to door collection possibly agency over income.	Without the intervention farmers would continue making homemade cheese, which do not meet FS&H standards. Thus, soon they would not be able to sell their products in the market and they would lose the main source of the income. Thus, opening the cheese factory in the region is vital for local farmers.	Women are the main actors involved in the dairy value chain at HH level looking after cattle (nutrition, health etc) and milking them. They are the main target group for FS&H information. As the hygiene of milk is determined by the health of the cow (including their diet), milking practices, and handling and storage of the milk after milking and it is largely the function of the degree to which it is contaminated by bacteria and other substances.
	8. Natural Produktsia Ltd has *full* capacity to collect milk from villages of Khulo municipality in October-April period and from *summer pasture lands during May-September period*	Natural Produktsia Ltd will have modern building and equipment. Also, the client follows FS&H standards. So, the client has full capacity to collect milk from farmers. CPC, with improved and increased efficiency & productivity, will have more capacity to collect milk from more villages	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey				
	9. Milk suppliers have regular access to the raw milk collection centers	Upgraded MC in accesible locations or factory milk collectors create regular access for farmers to sale raw milk during the whole year	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey				
	10.Raw milk suppliers (farmers) have increased knowledge of FS&H standards and good milking practice	Provision of trainings on FS&H and GMP standards will lead to the increased awareness and knowledge of the farmers (predominantly women) about better hygiene and milking practices and supply clean milk to the CPC	Investment Plan, Market Analysis, Gender Analysis Focus Group Survey, bsaeline survey				

Outcomes – Service Provider and Farmer level	11. Farmers supply clean raw milk to the cheese factory instead of making home made cheese (reducing transaction costs and instances of spoiled/unsold cheese)	Informed farmers start selling raw milk instead of making homemade cheese, because of a regular risk free sales, reducing transaction costs, avoiding the risk of cheese spoiling & saving time	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey	change log, Outcome Harvesting, etc.			
	12. Natural Produktsia Ltd increases volume of compliant production *and sales*	Increased awareness, ensured by the trsinings on FS&H standards among raw milk supplier farmers in the region is essential for safeguarding market access for processors who depend on the quality of milk supplied	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey				
	SC 1. Other/new enterprises copy the business model & open/renovate compliant Cheese factories (Crowding in)	Other entities see the success of the cheese factory and copy its business model	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey				
	SC 2. Other farmers supply raw milk to the cheese factory instead of making home made cheese (reducing transaction costs and instances of spoiled/unsold cheese)	Informed other farmers start selling raw milk instead of making homemade cheese, because they save time and avoid risk of cheese spoiling	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey				
Impact – Enterprise Level	13. Natural Produktsia Ltd has safeguarded / increased income through better production and sales	Increased volume of cheese produced + selling point in Batumi leads to the increased income	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey				
	14. Farmers increase profitability from milk sales	Increased amount of sales will lead to save more time + transaction costs for farmers and increase income	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey				
	15. Jobs are created	Increased income and production + Sustainable and growing business create jobs	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey				
	SC 3. Other/new entrepreneurs increase volume of compliant production	More farmers sell raw milk, thus crowding in cheese factories have increased volume of production	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey				

	SC 4. Other farmers increase profitability from milk sales	Increased amount of sales will lead to save more time + transaction costs for farmers and increase income	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey				
	SC 5. Other/new cheese factories have safeguarded / increased income through better production and sales & create jobs	Increased volume of cheese produced + high demand on cheese will lead to the increased income of crowding in cheese factories.	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey				
Impact (Poverty Level)	16. Increased and safeguarded income for farmers	Farmers have stabile market for selling raw milk + save time + jobs are created (this is reported separately). So, farmers increase income	Investment Plan, Market Analysis, Focus Group Survey, bsaeline survey				

ANNEX 3: MONITORING PLAN 1&2

Monitoring Plan 1

Intervention Monitoring Plan - Scalable Indictors: 1.1.1 Intervention 1

Client: Vet pharmacy supplier - LTD

Intervention Starting Date: 17.01.2012

Intervention Second Phase Starting Date: 01.02.2013

Intervention Title: Investigate potential for the strengthening of information to veterinary medicine suppliers and linkages to vaccination services.

NOTE 1: Gray colored boxes describe indirect benefits/ copying and crowding in results of the intervention

NOTE 2: Pink colored boxes describe Gender Sensitized Intervention steps (GSI)

NOTE 3: Text in blue color describe Activities, Outputs and Outcomes caused by /targeted in the Second Phase of the Investment (SPI), In general, Second Phase Investments are planned in order to expand the Intervention outreach and impact and the nature of the impact – on enterprise level does not change

Level	Result Chain Steps	Scalable Indicators	Data Collection (Mid term & Final Impact Assessments: Verification document: Impact assessment survey; Data collection methodology: Rotating panel, 95%, 5%, multistage cluster random data)				Baseline (September 2011)	Programme I Phase achievements (September 2011 – February 2014)	Targeted Impact	Actual impact	Progress against target, %
			Baseline data	Targets	Continuous monitoring : Data collectin frequency	Continuous monitoring : Source Document and Person in Charge					
Outputs – Service Provider & Farmer Level	10. Vet pharmacy supplier has established effective distribution chain between Tbilisi and Vet Pharmacies with provision of vet drugs on wholesale price based on improved storage system and avoids loses of production (due to expiration)	10.1 Average # of visits to Vet Pharmacies by Vet pharmacy supplier in order to distribute medicine, per month	Verification document: Investment Plan Data collection methodology: Indepth Interview	Clients' data Calculation: Investment plan – client suggestion Documents/sources used for setting targets: Investment plan	Quarterely	Quarterely Field Check Senior BDO1	2	4	4	24	600%
		10.2 # of vet pharmacies facilitated during the intervention					0	11	11	11	100%
	11. (SPI) 5 new satellite Vet Pharmacies service centers are opened, in the villages, staffed by trained satellite Vets	11.1 SPI # of trained satellite vets with links to Vet pharmacies , during the intervention/project lifetime					0	5	5	2	40%
		11.2 # of trainings held for vets and farmers, during the intervention/project lifetime					0	10	10	4	40%
	12. (SPI) Vet pharmacy and weighing service is available in local livestock market and their customers	12.1. SPI Average # of customers of livestock market using weighing monthly					0	350	360	62	17%
	13. Reliable information regarding the availlbility of, the need for and the advice available at the new veterinary services in municipalities, villages including new programme area is available to farmers in the region	13.1 # of promotional activities held by Vet pharmacy supplier					0	3	3	0	0%
	14. Veterinary inputs supplier Vet pharmacy supplier has increased sales through Vet Pharmacies + builds expanded outreach through satellite Vets and the new	14.1 Value of sales of satelite vets and Vet Pharmacies,					31,713	727,962	171,250	89,256	52%

Monitoring Plan 2

Intervention Monitoring Plan - Capturing Behavioral Changes 1.1.1 Intervention 1
Client: Vet pharmacy supplier - LTD
Intervention Starting Date: 17.01.2012
Intervention Second Phase Starting Date: 01.02.2013
Intervention Third Phase Starting Date: 23.07.2014

Investigate potential for the strengthening of information to veterinary medicine suppliers and linkages to vaccination services.

NOTE 1: Gray colored boxes describe indirect benefits/ copying and crowding in results of the intervention
NOTE 2: Pink colored boxes describe Gender Sensitized Intervention steps (GSI)
NOTE 3: Text in blue color describe Activities, Outputs and Outcomes caused by /targeted in the Second Phase of the Investment (SPI), In general, Second Phase Investments are planned in order to expand the Intervention outreach and impact and the nature of the impact – on

Level	Result Chain Steps	Indicators	Monitoring Check Frequency	Methodology Applied	Key Questions	Number and Demographical		Baseline (Case study prior intervention)		Second Interview		Third Interview		Forth Interview	
						For Baseline information	For Actual Impact	Date	The Main Findings/ *(The conditions observed and the tendencies caught among the respondents prior the intervention)*	Date	The Main Findings/ Results Reporting *(The behavioral changes captured among the respondents due to the programme activities)*	Date	The Main Findings/ Results Reporting *(The behavioral changes captured among the respondents due to the programme activities)*	Date	The Main Findings/ Results Reporting *(The behavioral changes captured among the respondents due to the programme activities)*
Outputs – Service Provider & Farmer Level	10. Vet pharmacy supplier has established effective distribution chain between Tbilisi and Vet Pharmacies with provision of vet drugs on wholesale price based on improved storage system and avoids loses of production (due to expiration)	10.1 Improvement of the Vet Drugs distribution/supply chain between Vet pharmacy supplier and local Vet Pharmacies achieved during the project lifetime	Annual	***Baseline*** - Semi - structured, face to face int. with SP, Input Supplier ***Actual Impact*** - In-depth interview with Input supplier; Semi -structured, Face to face int. with Service Providers	**Service provider** **• To what extent has the distribution improved over the last year?** **• Which units of distribution is working well and where are the constraints?** **Service provider** **How would you evaluate the service provision from Input Supplier?** **• Cost of the drugs;** **• Variety of the drugs;** **• Period of the provision of the drugs;** **• Quality of the drugs**	Input Supplier - Client, LTD Vet pharmacy supplier Service Provider - local Vet Pharmacies - (3)	Input Supplier - Client, LTD Vet pharmacy supplier Service Provider - local Vet Pharmacies - (3)	January, 2012	• Distribution linkages are absent or weak, fragmented and uncoordinated in the region • Absent system of distribution is leading to high unit of transaction costs and other possible expenses causing loss of income. • Vets are not proactive in marketing their services • There is no access to the service for farmers or the service is not in compliance with the standards • Licensing the vets is in a state of distraction • Drugs are expensive as they are purchased in small quantities from Tbilisi	January, 2013	• The vet pharmacies were identified in urban and rural areas for partnership. • The infrastructure of the vet pharmacy was upgraded. • The veterinarians got familiar with the principles of professional, ethical and organizational nature; • Vet pharmacies are supplied with vet drugs once a week. • Improved infrastructure and increased awareness contributed to the raise of the vet service demand within the local farmers. • The motivation of the veterinaries was increased. • A number of needs for the improvement of veterinary services and expansion of the vet service to the new territorial locations were identified, which created new perspectives for the vet business development. • Vet pharmacies were given all the necessary warehouse facilities that are essential for the safe storage of vet drugs; • Hot Line- Vet pharmacies were provided with the corporate numbers of Hot Line. In case the veterinarian can not make decisions for the specific occasion, he/she can make a call and receive an advice from "Vet pharmacy supplier'" consultants. The farmers can also use the hot line; however, there are only few cases of farmer's using hot line. • The training - the trainings were conducted for the three target groups- farmers, veterinarians, vet pharmacies where they were introduced to the sales skills, the essential ethics and veterinarian-client relationship rules as well as marketing and effective management related issues. • Mobile visits-Unscheduled mobile visits are periodically arranged. Therefore, attending the information session can	January, 2014	• Widespread change in veterinary services and increased potential for business profitability through various improvements and innovations . •Improved distribution chain; sales are more organized and planned. •237 vet pharmacies throughout the country and out of them 30 vet pharmacies from Kvemo Kartli have benefited through improved services and access to relevant information, that leads to improved awareness of preventive activities, new generation of vet medicines and management skills.	January, 2015	Farmers in Ajara have showed their interest in veterinary services, as they ask for the advice more often and have seen the importance of the veterinary services for their cattle. Farmers receiving local consultation and treatment reduce their transaction costs, save their time and energy
	11. Reliable information regarding the availibility of, the need for and the advice available at the new veterinary services in municipalities, villages including new programme area is available to farmers in the region	11.1. Increase of the veterinary knowledge among Vets and female and male farmers (perceived & demonstrated), during the project lifetime	Annual	***Baseline, Actual Impact*** - Semi -structured int. with SPs,farmers	***Service providers-*** To what extent are the trainings/ hotline and other remote information needs adequate in terms of content/thematic as well as technical (location, time) indicators? To what extent can the Vet Pharmacies apply the knowledge in practice and thus provide farmers with qualified consultation? ***Farmers -*** To what extent did the confidence of Vet Pharmacies increase in the	***Service Provider –*** local Vet Pharmacies (3) farmers - 6 apply, 4 not apply (50% are women)	***Service Provider –*** local Vet Pharmacies (3) farmers - 6 apply, 4 not apply (50% are women)	January, 2012	Key systemic constraint (s) are weak vet services which arise from their lack of the knowledge in new technologies, drugs and food production as well as the timely vaccination for the livestock. There is limited or no practice of diseased livestock diagnosis, or their further treatment. Instead the traditional remedy for the healing of livestock is popular. Women tend to be engaged in	January, 2013		January, 2014	•Before facilitation hotline calls per year were on average 1,263, now 2,512.•An individually relation strategy approach to each of vets and pharmacists, who got a sense of gratitude and a sense of responsibility in the trade relations, on the other hand Vet pharmacy supplier realized that the vets and pharmacists' development and motivation are important to its business success and they have significant role in their marketing strategy. •Female and male farmers are satisfied with services and the benefits based on what they pay for, they stated that price, frequency of supply and quality of services are adequate to	January, 2015	Pre intervention hotline calls per year were on average 43,180, now are 72,180 throughout the country.Vet pharmacy supplier has conducted 4 times 2 days trainings in Zugdidi and 5 times 1 day training in Tbilisi for 20 vets from Gali region, Abkhazia. "Accion Contra el Hambre" (ACF) and the Government of Abkhazia has organized the training. Training participants have received Vet pharmacy supplier's Manuals on Preventive Activities on Livestock Diseases facilitated by the ALCP programme. As Vet pharmacy

ANNEX 4: MAIN DATA COLLECTION AND RESEARCH METHODS USED IN ALLIANCES

Table 2: Data Collection and Research Methods Used in ALCP

Programme Wide				
Surveys & Tools	Study Topic	The role/function in the system	Methodology applied	Timing
Market Analysis	Sectors and value chains targeted by the programme on national and local level	*Strategic planning:* contributes to programme &/or sector strategy along with focus groups surveys. *Attribution:* Gathers information for all relevant key change indicators prior the programme affect (before analysis) *Secondary use:* Builds a foundation for the on-going analyses.	*Tools:* desk research, key informant interviews.	Beginning of programme or new phase in new area and ongoing.
Focus Group Surveys	Baseline Assumptions Testing/Early Impact	*Strategic planning:* Documents the perspectives, trends, attitudes and day to day activities of female and male farmers in relation to the supporting functions, core markets and rules of the sub sectors of the livestock market in which the programme operates, namely the dairy, beef and sheep and honey sectors.	*Tools:* Focus Groups *Target Population*: Households involved in livestock husbandry in target communities *Sampling:* Snow ball or Random. Sample should reflect ethnic/religion and other cultural composition of the target population.	Beginning of programme or new phase in new area.

Programme Baseline Assessments	Baseline assessment of main scale and income, indicators.	*Strategic planning:* contributes to programme &/or sector strategy along with focus groups surveys. *Attribution:* Gathers information for all relevant key change indicators prior the programme affect (before analysis) *Secondary use:* Builds a foundation for the on-going analyses, and enables a justifiable continuous monitoring system.	*Tools:* Fully structured questionnaire; *Target Population:* Rural Population in target area; *Sampling:* Random, with Multi-stage cluster. *Data type:* Rotating panel Statistically representative for the region: With confidence interval 95%, and significance level 5%;	Beginning of programme or new phase in new area.
Impact Assessments for all interventions	Programme Impact assessment for changes of main indicators. It enable the programme to capture impact from multiply intervention, including synergic effect	*Attribution:* Impact assessment data along with baseline data measures the programme impact and builds a robust part in the triangulation of the data. Homogeneous affected and non-affected groups are compared for obtaining the impact. *Secondary use:* further justifies and corrects (if needed) programme used assumptions and calculation methods		End of phases
WEE studies	Studies agency i.e. control and ability to use resources along with the main quantitative (access, income) indicators.	*Strategic planning:* Validates program assumptions regarding women taken from the baseline for roles and responsibilities, access and control. Deepens understanding to calibrate interventions accordingly. Deepens understanding of cross cutting problems faced by women in the region – for designing Gender Overt Interventions. *Attribution:* captures attributable changes in WEE indicators *Secondary use:* Finding key information for better structuring WEE questions for the Impact Assessment.	Quantitative data are collected through the impact assessment. However, it mainly provides gender disaggregated data (GDD) and WEE indicators are further studied through qualitative surveys. The programme conducts in-depth interviews using the snow ball or random sampling.	End of Phase

Systemic Change Log	Studies programme caused indirect changes in markets systems like: sector growth, copying and crowding in	*Strategic planning:* Used for understanding broader interactions and generating further scale. Describes business model replicability and the likelihood of the sustainability of intervention results *Attribution:* Programme reports on the changes which are caused by the programme *Secondary use:* Captures key behaviour changes	Table into which instances of systemic change reported by clients & programme staff and other market actors are logged and verified for attribution before being entered into the MP's	Ongoing Reported in Bi Annual donor reports
Intervention specific Impact Assessments	Measuring programme impact per intervention. Mainly intervention specific impact assessments are used to capture and attribute scale, NAIC and other outcome / purpose level changes occurring because of the particular intervention.	*Attribution:* Intervention specific Impact Assessments data along with baseline and qualitative data measures the programme impact and builds an important part in the triangulation of the data. Homogeneous affected and non-affected groups are compared for obtaining the impact. *Secondary use:* further justifies and corrects (if needed) programme used assumptions and calculation methods	*Tools:* semi structured questionnaire *Target Population*: Mostly households involved in livestock husbandry in target communities. Also, mini surveys include interviews with the ALCP clients / other similar businesses. *Sampling:* Random, with Multi-stage cluster (Clusters: 1. Municipality, 2. Ethnicity and/or Religion / Age). *Data type:* Quantitative and qualitative Sometimes, the Intervention specific Impact Assessments are not representative for target population, however they show trends: As suggested by the DCED in the Practical Guideline for Conducting Researches (2013) at least 30 treatment and 10 control farmers should be taken per intervention during an assessment	As outlined in the intervention monitoring plan or as required programmatically

ANNEX 5: FACTORS CONSIDERED IN THE ATTRIBUTION STRATEGY

Factor that can cause a bias while attributing	**The reasons for the factor to be relevant to the programme and actual in the region**	**The assumptions applied**	**The general method of attribution applied by the programme, while calculating.**
Baseline	In some cases the baseline cannot be collected at the beginning and is collected retrospectively which can have a recall bias.	N/A	To minimize this bias a two year limit is set for retrospective baselines and the information is triangulated with other programme data. Baselines are subtracted from the whole.
Displacement	Largely, the project is planned in a way to meet the needs of thin market and is not expected to cause much displacement. Still, the factor is so significant that it cannot be ignored and must be controlled for particularly as the impact of the programme increases. Therefore, the RM system is built in a way to control for displacement on every level for each programme activity in the monitoring plans.	The displacement can occur only on three levels: Input supplier Service provider Farmers	Whenever displacement occurs the amount of displaced benefits should be subtracted from whole impact generated by the project.
Other public funding	Other public funding might affect the results and outcomes of the programme. The RM system is built in a way to consider each case separately. Three types of public funding is considered by the programme. See below	The likely bias other public funding cause is overestimating the results.	The method can vary from case to case, depending on the scale and level of the impact. There can be cases when the factor is negligible. When programme considers this a factor, the results will be either subtracted or divided according to the share of the investment. See below:
	1. Other donor or non- governmental/governmental funds allocated in the region or in the sector, causing business environmental changes and influencing on the results.	This type of public funding can affect the results of a particular intervention also on higher levels of programme impact. In this case public funding increases not only the scale of the benefits but also might cause systemic or environmental changes	The results are assigned the weights according to several criteria: *Shares of the investment of alcp project and other donor* *Expected influence of the investment on the sector in general* *Expected influence of the investment on the particular interventions*
	2. Other donor or non- governmental/governmental funds allocated to support any of ALCP clients or supported entity. The case considers that funds are not large and/or that the client/supported market player do not operates on high level of value chain.	This type of other public funding is most likely to affect the results of a particular intervention given that funds are not large enough and/or given that market player do not operates on sufficient high level of value chain to influence the market.	The results are assigned the weights according to several criteria: *Shares of the investment of ALCP project and other donor* *Expected influence of the investment on the sector in general* *Expected influence of the investment on the particular interventions*

		In this case public funding increases not only the scale of the benefits but also might cause systemic or environmental changes	
	3. Other donor or non- governmental/governmental funds allocated to support any of ALCP clients or supported entity. The case considers that funds are large and/or that client/supported market player operates on high level of value chain.	This type of other public funding is most likely to affect the results of a particular intervention given that the funds are not large enough and/or given that market player does not operates on sufficient high level of value chain to influence the market. In this case public funding increases just the scale of the benefits and do not cause systemic or environmental changes	The results are simply divided according to shares in expenses/investment and other donor share is simply subtracted from the total results of an intervention.
Other private funding	The same policy applies as to other public funding	The same policy applies as to other public funding	The same policy applies as to other public funding
Inflation	The expected inflation published by the NBG currently is 6%. Hence, it is known by the programme what should be subtracted from NAIC, it will be subtracted during the impact assessment. For simplicity and accuracy, it is preferable to subtract cumulatively for three actual years inflation than count for expected ones.	*N/A*	For each year the actual inflation rate from NBG will be subtracted from total results during the impact assessment.
Changes in legislative environment	Not all the changes in legislative environment should be considered but the ones that might affect the programme results. Like the following: New food safety and hygiene law; Changes in labour code; Changes in agricultural policy. Changes in VAT impacting leasing, agricultural products.	*N/A*	The general method of attribution applied by the programme will depend on type and character of the change and will be discussed case by case.
Market environment changes	Not all the changes in the market system should be considered but the ones that might affect the programme results. Like the following: Market changes affecting the prices of value chain goods, in the programme area; Market changes affecting the supply/demand of value chain goods, in the programme area; Market changes affecting/affected by changes in export import balance of value chain goods, in the programme area.	*N/A*	The general method of attribution applied by the programme will depend on type and character of the change and will be discussed case by case.
Changes in region stability	Not all the changes in region stability should be considered but the ones that might affect the programme results. Changes can be several but most of them will be grouped into two: DRR component (earthquakes, floods etc.) Political instability (wars)	*N/A*	The general method of attribution applied by the programme will depend on the type and character of the change and will be discussed case by case.

ANNEX 6: ALCP SYSTEMIC CHANGE LOG

#	Programme Client's & Intervention Name	Type of Systemic Change	Verification		Impact Calculation added to system *(Y/N) (Direct/Indirect/ Quant/Qual/ Both)*	Location *(Region, Municipality)*	Starting Date	Business Description & Stability	Attribution to the Programme	Calculation Jobs, scale & income (min 1)
			Source	**Verified /not Verified** *(& date if verified)*						
1	1.1.1 Client X veterinary	Crowding in	Client/ Theme Officer	*Verified/ February 2015*	Y Indirect Both	XXX	*February 2015*	1 female vet in X engaged with X LTD independently and opened a vet pharmacy	X has started distribution to X after the programme facilitation including X	200 customers
2	1.1.1 Client Y nutrition	Business Expansion	Client Supported entity	*Verified/ February 2015*	Y Direct Both	XXX	*October 2014*	2 additional vet pharmacies established in X Village.	Facilitation with X Ltd on the improved business model convinced the owner to open two more	

ANNEX 7: WEEKLY REPORT FROM ALCP RM TEAM

	Intervention	Status	Comment/ Action	Follow up	By when?	By whom?
Monitoring & Evaluation						
KK	Access to finance report		Nona finalized the report.	Done	May 1	NS
ALCP	Collecting information on jobs & employment		Nona started collecting information on jobs. Nona & Nana had field visits to Tsalka. This week Nona is conducting telephone interviews and she will start writing the report next week.	Ongoing	May	NS, AP
AJ	Preparing MAP meeting docs		AJ is going to conduct the MAP meeting	Ongoing	May 11	GG, NG
AJ	Impact assessment		It goes smoothly. TESI started field work	Ongoing	May 25	GG. ZT, NG, NS, LP
ALCP R	Designing new monitoring system for new log frame		Its ongoing process and Zakro is designing the system. ALCPR google drives were created and new filing structure was established	Ongoing	May	ZT, SJ, NS
KK	Wool: Kakheti field visits		Marika and Sasha writing report	Ongoing	May 15	MB, SJ

ANNEX 8: THE CONTENT OF THE INVESTMENT PLAN

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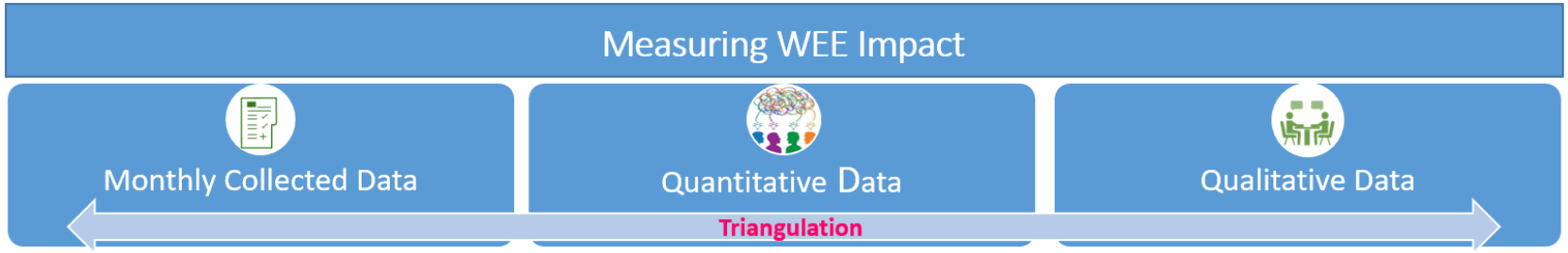
ANNEX 9: MEASURING WEE IMPACT



Monthly Collected Data	Quantitative Data	Qualitative Data
Source of info: Client	Source of info: Farmers	Source of info: Farmers
Methodology: Monthly data sheets	Methodology: Representative surveys	Methodology: In-depth interviews
Sampling: Clients' Customers	Sampling: Random with gender quotas	Sampling: Snow ball OR Random sampling
Research instrument: Data sheets	Research instrument: Structured questionnaire	Research instrument: Semi-structured questionnaire
Location in RM system: MP1	Location in RM system: Research folder	Location in RM system: MP2 + Transcripts
Data Collected		
Beneficiary name Sex Contact information (If possible) Location	Respondents' sex *GDD for all questions related to each intervention* *Women's agency related to decision making. E.g:*	Beneficiary name Respondent's sex *GDD for all questions related to each intervention* *Women's agency related to decision making. E.g:*
GDD for all indicators: E.g.: Volume of supply / purchases Value of sales / purchases	Who takes decisions in the family in relation to HHs plus livestock related purchases? Who in your family does the following purchases? Who in your family does the following activities? (Household chores, milking etc.) Have women invested more in their livelihood? What do women do with extra free time? Have women accessed funds / credits?	Are women satisfied with sales / purchases? Why? Are women satisfied with their job? Who determines use of revenue within the HHs? Why? Who takes decisions regarding…? Why? What has changed regarding… (Behaviors)? Why? What do women do with extra free time? Why? How satisfied are women with their lives? Why? Do women have access to funds / credits? How & Why?

ANNEX 10 GDD AND WEE INDICATORS

	GDD and WEE Indicators	
	Quantitative indicators	Qualitative indicators
Purpose	# of female / male beneficiaries # of FTE Jobs for Female / Male NAIC for female / male farmers % of women investing in their livelihood % of women using time saved # of women starting / expanding their businesses % of women accessing funds / finance % of women reporting increase in decision making (private & public) % of women reporting general sense of well being & stability	Women's satisfaction with their jobs Farmers' / HH attitudes towards increased / decreased income of female farmers (E.g. level of domestic conflict, stress) Reasons why women invest / not invest more in livelihood & choices on what was invested in How women use time saved & their satisfaction & choices on how to use this time Women's satisfaction with funding opportunities & choices Reasons why more / less women are involved in decision making process in HHs / community & what decisions are made Overall satisfaction & stability of female / male farmers
Outcome	Amount of time saved by female / male farmers Value of sales / purchases by female / male farmers Volume of sales / purchases by female / male farmers # & % of increased production by female / male farmers	Reasons why women have less / more free time Reasons why female / male farmers have increased / not increased value / volume of sales and purchases Reasons why female / male farmers have increased / decreased production
Output	# of female / male farmers accessing services / inputs; # of female / male farmers using services / inputs; % of female / male beneficiaries who are going to use the service in the future as well	Reasons why female / male farmers use / not use the service Satisfaction of male / Female farmers for new products / services Reasons why female / male farmers are going to use / not going to use the service in the future