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## **Outcome Monitoring Concept**

for the Domain  
Economic Development and Employment

(version summer 2009)

Prepared by  
the Swiss Cooperation Office South Caucasus  
with the support  
of the Springfield Center for Business in Development

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## Acronyms and Abbreviations

DCED	Donor Committee for Enterprise Development
DRR	Disaster Risk Reduction
EDE	Economic Development and Employment
M4P	The Making Markets Work for the Poor Approach
M&C	Media and Communications
M&E	Monitoring and Evaluation
OMC	Outcome Monitoring Concept
SDC	Swiss Agency for Development and Cooperation
SCO	Swiss Cooperation Office

# 1 Introduction

Swiss development cooperation in Georgia, Armenia and Azerbaijan is based on the *Cooperation Strategy South Caucasus 2008-2011*, elaborated by the Swiss Agency for Development and Cooperation (SDC) and the State Secretariat for Economic Affairs (SECO) in 2007. Applying the instruments of Technical Cooperation, Humanitarian Assistance and Financial Cooperation, Swiss assistance to the region covers the following domains of intervention: (1) Recovery and Reconstruction, (2) Economic Development and Employment and (3) Macroeconomic Policy Support. Under the domain *Economic Development and Employment*, some 7-8 million CHF per year are allocated for the implementation of rural development projects in Georgia, Armenia and Azerbaijan. Interventions in this portfolio apply the so called *Making Markets Work for the Poor* approach (M4P) and integrate value chain-based economic development at local level with key issues of local governance and relevant aspects of natural disaster risk management (DRR).<sup>1</sup>

The Swiss *Cooperation Strategy South Caucasus* stipulates that results on program level be measured and monitored with a view to enhance effectiveness and sustainability of the Swiss funded intervention and to report and communicate achievements to partners and stakeholders in the region and in Switzerland. To this end, in 2008, the present *Outcome Monitoring Concept* (OMC) has been developed, aiming at the following purpose:

- To measure, in quantitative terms, the aggregated outcome of Swiss intervention under the Economic Development and Employment (EDE) portfolio<sup>2</sup>
- To assess and describe, in qualitative terms, the achievements of rural development projects applying the M4P approach and integrating elements of local governance and DRR
- To clarify the scope, methodology and instruments of outcome monitoring in the field of poverty reduction and rural economic development
- To clarify roles and responsibilities as well the terms of cooperation and specific procedures between the Swiss funded projects and the Swiss Cooperation Office South Caucasus (SCO) in the joint endeavor.

The *Outcome Monitoring Concept* (OMC) has been elaborated by the SCO with the support of the UK-based *Springfield Centre for Business in Developed* under a backstopping mandate geared at mainstreaming M4P in SDC's rural development portfolio in the South Caucasus.<sup>3</sup> Under this mandate, experts of the Springfield Centre have participated in the meetings of the *Donor Committee for Enterprise Development* (DCED) taskforce on impact assessment, the findings and recommendations of which have informed the present concept.<sup>4</sup>

The present concept has been preliminarily discussed on the occasion of the Annual Planning workshop in October 2008 and was introduced to core project partners in Georgia, Armenia and Azerbaijan in March 2009. It has been finalized based on presentation and discussion with the members of the SDC Employment + Income Network in May 2009.

<sup>1</sup> Cf. *Cooperation Strategy South Caucasus 2008-2011*, Bern/Tbilisi 2008, pg. 19-22 and 25.

<sup>2</sup> The *Outcome Monitoring Concept* covers the EDE portfolio with its the local governance and DRR components as well as key aspects of the crosscutting themes gender and good governance. It does not extend, at this stage, to the operations implemented as Humanitarian Assistance in the domain of Recovery and Reconstruction and Financial Cooperation projects implemented in Azerbaijan in the fields of private sector development and macroeconomic policy support.

<sup>3</sup> The OMC has been developed by Beka Tagauri, Senior Program Officer and Monitoring Officer in Tbilisi, and Harald Bekkers, expert of the Springfield Center, under the guidance of the Regional Director South Caucasus.

<sup>4</sup> DCED currently coordinates a process through which good practices for outcome monitoring in M4P are further developed. The aim is to develop a common minimum standard, basically a set of key guidelines that guarantee 'comparable' impact data of a 'predictable' quality. The DCED plans to develop guidelines on research for outcome monitoring.

In implementing the *Outcome Monitoring Concept*, quantitatively comparable features of the different core projects in the EDE domain, as expressed by scalable indicators, will be measured. To this end, the SCO will provide guidance to its project partners so as to translate project logical frameworks into so called results chains, which will allow the identification of relevant common and scalable indicators as means of verification across the various projects.

The SCO will also engage with its partners to clarify and streamline reporting format and procedures on project level. Chapters 2-5 as well as Annexes 1-2 of the present concept provide detailed information on the method of results chain as well as the projects' contributions in the field of outcome monitoring.

To assess and describe development achievements and attributable results on domain level, the *Outcome Monitoring Concept* proposes a set of measures and instruments to be applied above project level. These products, provided by the SCO to complement the efforts on project level, include observatory reviews, case studies and success stories. They are described in Chapter 5 as well as Annex 3 of the present concept.

Chapter 6 and Annex 5 provide an overview on all instruments and products proposed to implement this *Outcome Monitoring Concept* as well as an according timetable.

The *Outcome Monitoring Concept* is accompanied by a compilation of practical **Implementation Guidelines**, which provide guidance for project partners on monitoring practice and reporting standards and clarification on the terms of reference for instruments on project and program level. These documents will be further developed jointly by the SCO and its project partners in the course of implementation of the present concept.

## 2 Domain Objective, Project Logframes, Crosscutting Themes and Common Indicators

### Understanding Outcomes

Impact, which in a typical project logframe would relate to the overall development goal, cannot really be measured as it depends on many variables beyond the control of projects. In contrast, outcomes, which relate to the project objective, can actually be measured.

In the present monitoring concept, outcome is understood as development change attributed to a particular intervention (see figure 1 below). In mathematical terms, this corresponds to the difference between the level of change measured as a result of a development intervention and the hypothetical level of development “without the project”. The latter is obviously difficult to gauge. In this concept, instruments are therefore proposed to monitor economic development on the level of specific agricultural sub-sectors to better understand the attributable outcome of SDC interventions.

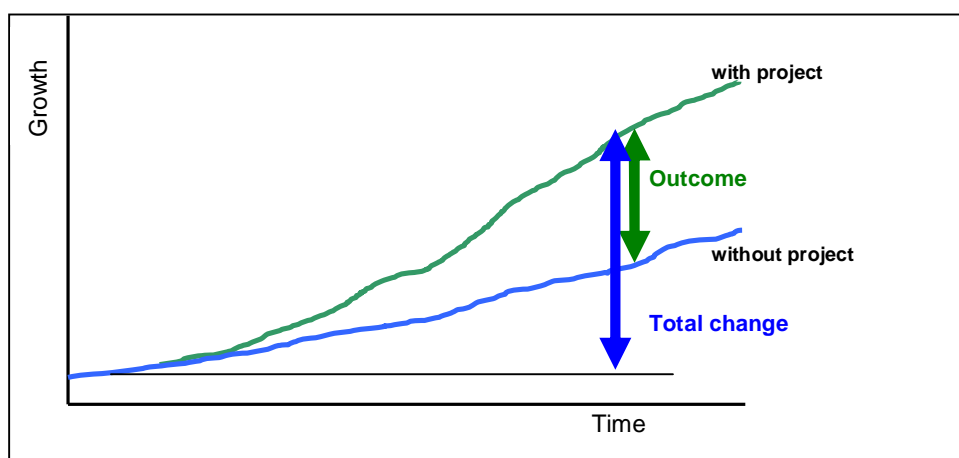


Figure 1. Attribution of outcome

### Making Markets Work for the Poor

The projects under the EDE domain are implemented in rural areas and grounded on the concept of *Making Markets Work for the Poor* (M4P). Farmers and small enterprises require a variety of skills, services and essential inputs or intermediate goods to be productive and efficient and to be able to produce marketable crops or goods, with the right characteristics, for the right price, at the right time in the season, to access the market. In developing economies, or in economies in transition, access to the required skills, services and essential inputs is often inadequate or needs to be rebuilt through new market channels and coordination mechanisms. M4P intervenes to make these markets for services and inputs around farmers and small enterprises work better, become more relevant and vibrant, so as to enable farmers and small enterprises to increase productivity and sales, generating additional income and employment in the process. This ultimately contributes to poverty alleviation and a new vibrant economy, emerging out a phase of transition, the overall goal of the SDC South Caucasus strategy.

The present concept builds on the instrument of *results chains* (also called *impact logic*) to compare, measure and aggregate attributable outcome of M4P projects. The generic result chain for the Swiss funded core projects in the EDE domain reads as follows:

- **More vibrant services/support markets** (increasing numbers of providers of service and inputs, increasing volume and value of transactions in services and essential inputs) and **more skilled and better equipped farmers and rural enterprises** will lead to
- **More productive, efficient and profitable farmers and small enterprises** (increased productivity, quality production, profitability) will lead to
- **Growth of the agricultural sub-sector** (increased number of producers, new entry of farmers and small enterprises into this increasingly profitable sector, higher volume and value of sales to down stream markets) will lead to
- **Additional income and employment generated** (more employment throughout the value chain, higher net incomes of farmers and small entrepreneurs + wages from more employment) will essentially lead to
- **Poverty alleviation.**

### Other Dimensions of Outcome

In addition to the core element of economic development (M4P), EDE projects under the present concept will integrate key aspects of local governance and Disaster Risk Reduction. Moreover, projects will undertake to mainstream gender as well as the good governance principles of accountability, transparency, participation, non-discrimination, efficiency. Each have specific requirements in relation to the present monitoring concept. The OMC covers projects' core element, i.e. M4P, the intersecting components of local governance and DRR as well as relevant aspects of the crosscutting themes gender and good governance.

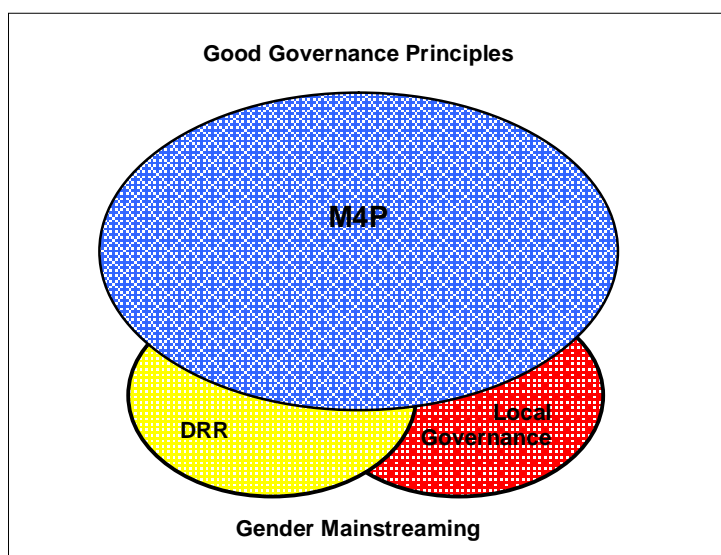


Figure 2: Intersecting project components and crosscutting themes

**Local governance.** According to a commonly accepted definition (UNDP, World Bank), local governance is “the process by which public institutions and officials acquire and exercise their authority to provide public goods and services at the local level”. In the realm of SDC’s EDE intervention it relates to the role of local institutions and officials in rural development and, respectively, the interaction between the former and farmers and rural enterprises in identified value chains. In the context of the South Caucasus, local authorities have typically limited competences and hardly any resources to foster local economic development. It is expected that project objectives in this field will relate to increased awareness of local government for relevant issues of rural development and the introduction of procedures of more effective and efficient support to agriculture development in identified areas of cooperation. Monitoring of these objectives will be based on qualitative indicators.

**Disaster Risk Reduction.** Operating in environments prone to natural disasters such as floods, landslides, droughts, etc. projects under the EDE portfolio will ensure, as a minimum requirement, that interventions will “do no harm”, i.e. avoid negative possible side-effects, from the perspective of disaster risks. For this purpose projects will undertake a DRR sensitivity analysis and develop a checklist of sensitive areas, which it monitors, where it takes action if required, and on which it reports. What is considered sensitive depends on the region and the sector selected. In the context of M4P, DRR essentially relates to the strength and dept of the institutional framework ‘upholding’ the value chain, its resilience, its ability to absorb external shocks or internal failings (e.g., the ability to prevent or adjust overgrazing of communal pastures). Project objectives in this field are likely to be related to the awareness of project stakeholders – including local government – with regard to possible disaster risks and, respectively, processes and measures undertaken by stakeholders geared at increasing awareness and strengthening preparedness.

DRR will be integrated in all phases of project cycle management. Projects will report on a regular basis about DRR measures undertaken by the stakeholders with various sources of funding and about the resulting changes of the overall risk situation as well as the stakeholder awareness concerning the levels and types of risks which relate to their value chain functioning or living conditions.

**Gender.** The point of departure for results measurement from a gender perspective is the disaggregating of relevant data. All scalable common indicators, at project goal-level and outcome level, must be disaggregated for gender. Scalable common indicators always refer to where project interventions have directly touched beneficiaries, be they male or female.

In addition, projects will analyze how project interventions in more indirect ways influence the livelihoods of women. While the projects are not designed to implement gender specific activities, gender studies will serve as an analytical tool to showcase project influence on the role and lives of women within households and communities. For instance, if milk is sold by the male head of the household instead of being given to the wife for cheese making, does that undermine the position of the wife or does it merely frees up her time for more important work? To capture these changes and sensitize the project, a gender analysis is to be prepared, which maps out the role of women in the regional society, the household and in the sector selected for intervention. This gender analysis can serve as a gender baseline. Also it should define separate gender indicators, which will be reported at the project outcome level, and, if scalable, at higher project levels. NB: Gender (specific) indicators are defined per project on the basis of the context on which the project operates and will not be aggregated at program-level. Finally, changes in the position of women related to project interventions, directly or more indirectly should be highlighted in success stories, which combine quantitative and qualitative indicators of change in a ‘story’ format

**Good governance principles.** Projects of the EDE portfolio will address the crosscutting theme good governance by monitoring and reacting to the issues of accountability, transparency, non-discrimination, participation and efficiency in the realm of their intervention. Based on the activities in the field of local governance and DRR, projects are exposed and sensitized for governance issues. It is assumed that when a governance structure, be it public, private or combined, functions well, the SDC principles for good governance are sufficiently applied and intervention for this purpose *per se* is not required. Only few additional activities will therefore be undertaken in the course of projects. These can include special efforts to foster impartial access to information or to ensure participation of minorities and the transparency of decision-making.

To be measured under the present monitoring concept, as a first step, the core projects and their logframes are to be aligned with the main objective of the EDE domain. **Figure 3** shows how the M4P project logframe under the EDE domain is “nested” in the regional program objective, the position of the crosscutting themes in this logframe, and the types of indicators for the different levels.

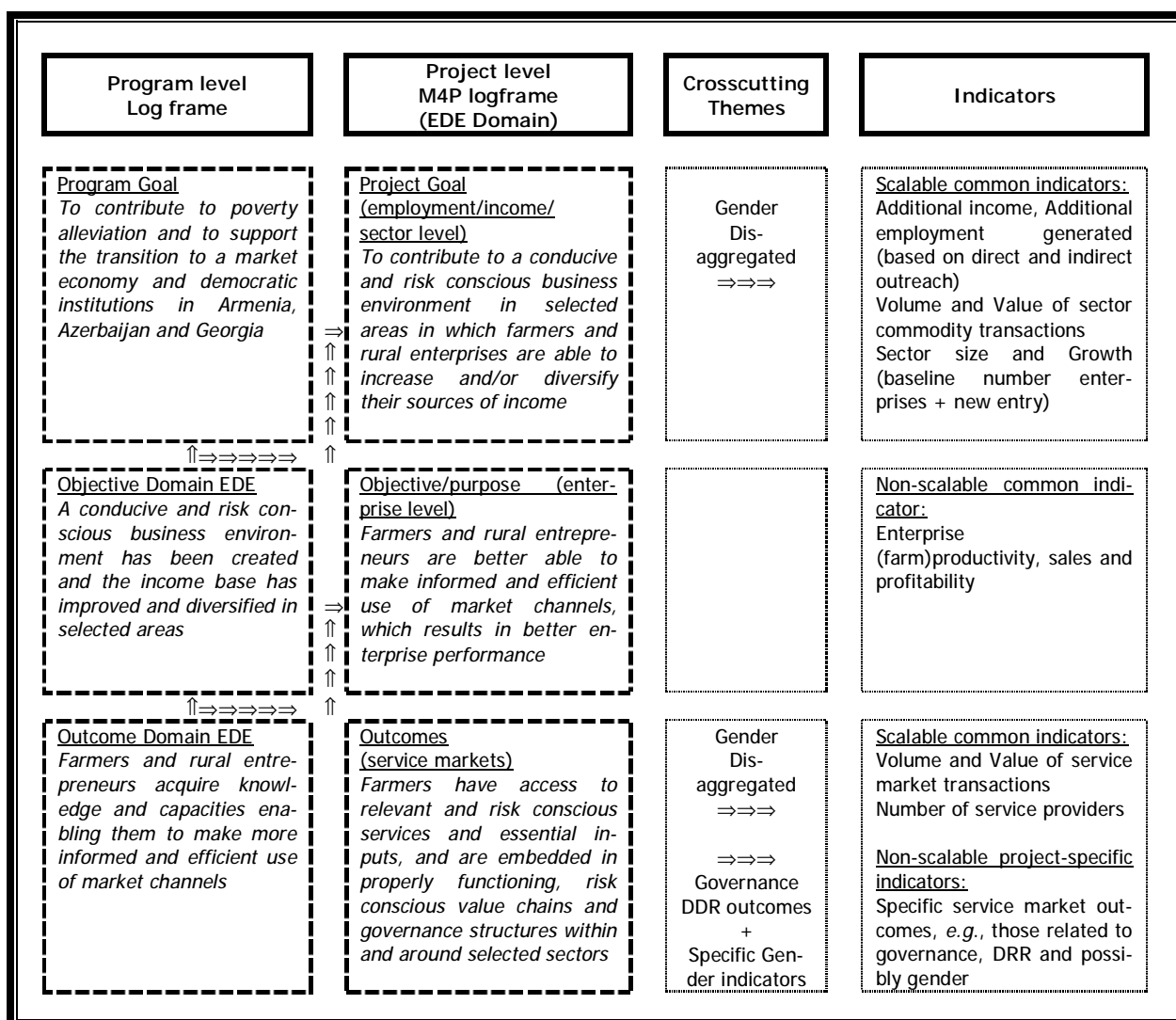


Figure 3: Program logframe, project logframe, crosscutting themes and indicators



### 3 Results Chains and Outcome “Calculation”

As the logframes of the various projects in the EDE portfolio tend to adhere to different methodologies and terminologies they are as such hardly comparable. As introduced above, the present concept therefore relies on the instrument of **results chains**,<sup>5</sup> which allows to operationalise project logframes based on common and scalable indicators.

A results chain adheres to the same hierarchy of goals as the logframe, but features more levels and shows more explicitly the causality of change between each level. Whereas in a log frame the relation between the different levels within the hierarchy of goals will not always be obvious (how exactly does a training program for veterinarians on marketing skills lead to poverty reduction?), the purpose of a results chain is to make this causality of change clear and measurable.

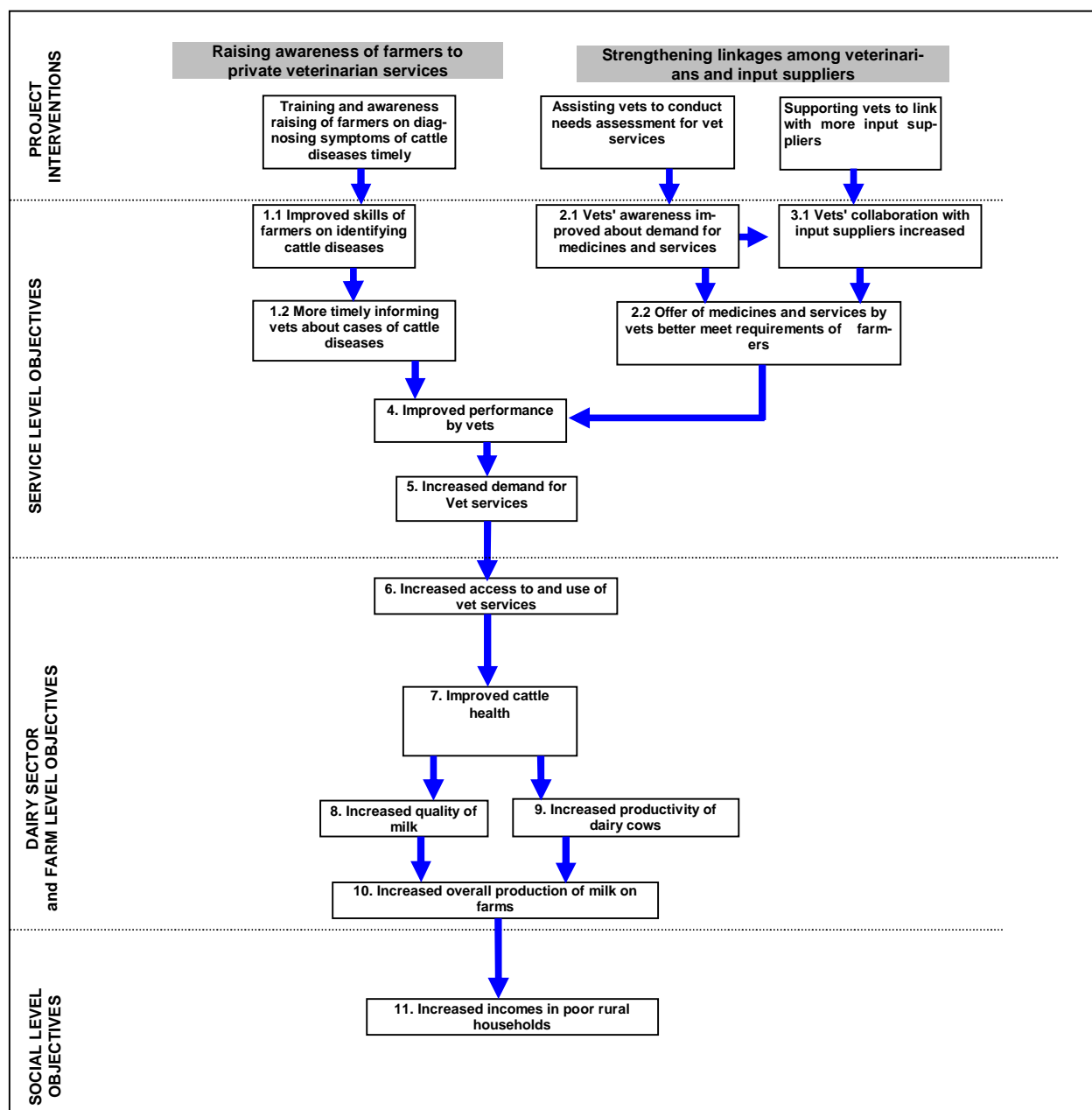


Figure 4: Results chain for project component “veterinary services”

<sup>5</sup> The OMC applies the current terminology proposed by the Donor Committee for Enterprise Development. In some publications **results chains** are called causality chains or causality models. In earlier draft versions of the present document as well as in earlier publications by the Springfield Center the term **impact logic** was used instead of results chain.

To achieve clear causality of change a results chain has more levels than a log frame. The number of levels is standard for all logics under the regional program. The number of steps (i. e. boxes) within each level, however, is defined by the logic of the intervention. It is important to right-size the number of boxes, because each box should carry a quantifiable indicator and should be measured to establish attribution between project activities and higher-level results.

To make results chains a genuine management information tool, boxes are to be linked with change forecasts as well as dates by which time these results should be achieved. By doing so the project is forced to think in detail through the logic of the proposed intervention and make visible its assumptions, its belief of how, how much and when change will take place.

Once this logic is clearly spelled out, it is easy to measure the right levels at the right time (what questions to ask and when). This is done according to a **measurement plan**, i.e. a table which contains specific indicators for each box, also the time schedule when they shall be measured and the means of verification (see Annex 1 for a *Sample Measurement Plan*, which refers to the results chain presented in figure 4 above).

## 4 Project Instruments and Reporting

This chapter describes the contribution of Swiss-funded core projects to the implementation of the monitoring concept. The main change of practice with the introduction of the OMC regards project reporting, where a shift from description of activities to assessment of results is envisaged. While this will considerably change the project's very "nature" and the general attitude in all stages of the cycle, the workload allocated for reporting will not increase.

### **Standard Monitoring**

Regular monitoring and reporting of progress and achievements will be conducted against the initiators as agreed between SDC and the projects. In practical terms, monitoring and reporting will refer to the table of indicators specified in the projects' measurement plan and results chain. Different indicators require different types of assessment with a different time-line and hence need to be reported on at different intervals. Some indicators are just a matter of keeping track, of 'counting', and hence can be reported on a frequent basis. Other indicators require specific calculations and can be reported less frequently.

To be useful, outcome monitoring should be an activity not for (external) reporting purposes only, but for (internal) management of interventions and learning. For this reason, project management ensures that all project staff is aware of the project log frame, its results chain and that they (i.e. project staff) are involved in collecting and analyzing relevant information. All activities related to the collection, analysis and presentation of project level outcome monitoring system are to be covered from the project budget.

Projects will therefore be in a position, as a result of their standard monitoring practice, to report on their achievements and attributable development change on an annual (or semi-annual) basis. A "light" **half-year report** will provide an up-date on scalable indicators. A more comprehensive analysis of achieved change – also in qualitative terms in the field of gender mainstreaming, good governance, local governance and DRR – will be provided in the **Annual Monitoring Report**. To reduce the overall reporting burden, projects will no longer be expected to provide in-depth activity reporting.

During the inception or early implementation phase, in parallel to the development of the log-frame and results chain, the projects will collect information necessary to plan the interventions in the fields of value chain development, local governance and DRR. As a result, sub-sector studies (including market researches), gender as well as DRR sensitivity analyses and baseline studies will be carried out or commissioned by the projects in an early stage. These instruments are an integral part of the present monitoring concept.

For more information please refer to Annex 2, *Guideline for (Half-)Yearly Reporting*.

### **Sub-sector Study (including market research)**

The project, if preferred together with an external consultant, analyses the sector in which it intends to work. Part of the analysis entails production, productivity and growth figures, possibly compared between regions; sector mapping to understand how many players there are in the sector, their roles and interrelations, and their constraints. A sub-sector study should translate into a concrete sector strategy identifying pro-poor growth potential, key constraints to growth and potentially promising avenues to reduce those constraints and unlock growth. Sub-sector studies will be mandatory for the new projects for each intervention area and will be encouraged to be undertaken by the ongoing projects. Such studies, however, should never be fully outsourced as they represent an important learning exercise for project staff.

### **Gender analysis**

A gender analysis builds on the sub-sector study. The project maps out the role of women in the regional society, the household and in the sector selected for intervention. This gender analysis can serve as a gender baseline. Also it should define separate gender indicators. Gender studies shall be viewed as an integral part of project M&E and should be carried out by the project staff.

### ***DRR sensitivity analysis***

The DRR sensitivity analysis builds on the sub-sector study. The project develops a checklist of sensitive areas, which it monitors and where it takes action if required.

### ***General baseline and impact studies***

General impact studies should focus on the regions of intervention and be held twice during the project life cycle: (1) around the start of implementation (when objectives and key intervention areas are known so that the right things can be measured); and (2) at the end of the project (note that the full impact generated by a project might only have matured three years after the end of implementation as the private sector, the market needs time to react to changes). General impact studies are the most important means to demonstrate the effectiveness of project interventions for attaining project goal. General impact studies should have a consistent design throughout the project life cycle to produce comparable data. The first of those repeated studies is the baseline study, the second one - a nearly conclusive impact study. The general impact studies should focus on the list of indicators mentioned in Figure 1 combined with gender specific indicators coming out of the gender analysis and should also include assessments of sensitive areas from a DRR perspective and important governance structures. The baseline can be slightly more comprehensive to capture a clear 'before' picture also of those areas where the project does not expect to make a difference (as sector strategies might evolve in time). The implementing partners can outsource general impact studies, but their design and dimensions of analysis shall be kept well under project control and be agreed with SCO. General impact studies shall aim to isolate the change that resulted from the project activities from what would have happened anyway as a result of market forces or other factors in the environment.

## 5 Program Instruments

Whereas the projects focus their outcome monitoring activities within the sectors in which they are active, the SCO seeks to add perspective to these activities by looking at the “bigger picture” around the sector and takes the lead in making outcomes communicable. Coordinated by the Tbilisi-based **Monitoring Officer**, the SCO will apply the monitoring instruments described below. The cost of these instruments (for approximate cost please refer to figure 6 below) is not covered by the project budgets or the SCO running cost and therefore has to be funded separately.

### ***Observatory Review***

The purpose of the observatory review is to develop a better understanding of how the sectors identified by the individual projects contribute to regional development and how this in turn contributes to the (hopefully improving) position of the region compared to national trends. The observatory review helps to understand how projects in selected regions contribute to the SDC strategic objectives of poverty alleviation, increased income-earning opportunities, more resilient and better-governed social institutions and gender equality. Outlining the historical trend of development without project interventions, the observatory review provides an indication to what extent change occurring in the project regions can actually be attributed to the projects. One country will be analyzed per year.

Reviews will be undertaken by external consultants under the guidance of the Monitoring Officer based on macro-economic indicators and, as far as possible, available secondary data to capture these trends. Aggregated observatory reviews will be used for keeping track of the regional and sector dynamics, being used as a tool for both portfolio management and planning new interventions and projects.

### ***Case Study***

A case study is an in-depth, comprehensive and independent study of (aspects of) change and development brought about by projects or sets of interventions. A case study requires the input of external consultants and will result in a report of about 10-15 pages. Individual projects can suggest cases, but SCO will take the final decision, plan, organize and finance implementation. Case studies will comprise a significant part of the program evaluation demonstrating the achievement of strategic objectives.

### ***Success Story***

The purpose of the success story is to exemplify and describe in accessible language the tangible achievements of the project by demonstrating how impact was generated in a particular case. The aim is to tell the story how one change leads to the next and ultimately results in poverty reduction and other development benefits, including “soft” changes related to how additional household income is invested in schooling, how economic prospects give a region new vitality and reverses migration patterns, etc. In close cooperation with the implementing partners, the SCO will develop one success story per project, which will involve journalists, photographer and printing. Success stories are jointly elaborated by the Monitoring and Media + Communication Officers.

For more information on these instrument please refer to the *Guidelines* given in Annex 4.

## 6 Implementation of the Outcome Monitoring Concept

As mentioned above, the implementation of the OMC is a joint endeavor of the SCO and its core project partners. Table 1 provides an overview of the monitoring and reporting instruments as applied by projects and the SCO under the present concept. As mentioned above, the reporting requirements for the projects are not increased with the introduction of the OMC as the sub-sector study and market research), the baseline assessment as well as the DRR and gender analysis are conducted during the inception phase prior to operational activities. The SCO anticipates that with the intended shift from narrative description of project activities to reporting on achieved results against agreed indicators (measurement plan) the projects' work load related to yearly and half-yearly reporting might actually decrease.

Instruments	When and How
Sub-sector study (including market research)	<u>Before starting work in a sector</u> The project analyses the sub-sector in which it intends to work and develops a concrete sub-sector strategy with pro-poor focus.
Gender analysis	<u>Following sub-sector study</u> The project maps out the role of women in the regional society, the household and in the sub-sector selected for intervention. It serves as a gender baseline and defines gender indicators.
DRR sensitivity analysis	<u>Following sub-sector study</u> The project develops a checklist of sensitive areas, which it monitors and where it takes action if required.
General baseline and impact studies	<u>Twice during project cycle</u> <b>Baseline</b> study focuses on the regions of intervention and is undertaken around the start of implementation (when objectives and key intervention areas are known so that the right things can be measured). <b>Impact</b> study is performed at the end of the project to demonstrate the effectiveness of its interventions for attaining project goal (note that the full impact generated by a project might only have matured three years after the end of implementation as the market needs time to react to changes).
Scalable common indicators Number of direct beneficiaries Volume and Value of sector commodity transactions Volume and Value of service market transactions Number of service providers Non-scalable indicators Project specific market outcomes, including DRR and governance outcomes and specific gender indicators	<u>Half-yearly</u>  The project provides short descriptions per intervention of changes where they happened. Half-yearly reports contain also completed intervention reports, indicating their results for the different levels of the logic, as well as a half page analysis of what worked, what did not work and lessons learned.  The projects provide short descriptions per intervention of changes in service markets (market outcomes) and enterprises where they happened.
Common scalable indicators aggregated As above + Additional income + Additional employment generated	<u>Yearly</u> The project aggregates these (gender-disaggregated) on the basis of yearly updated results chains.
Observatory review  (To be handled by the Program/SCO)	<u>Yearly</u> Whereas the sub-sector study looks into the sector, the observatory looks around the sector and seeks to compare sector dynamics with regional dynamics and regional dynamics with national trends to understand to what extent projects are able to uplift regions by working in the 'right' sectors
Success story  (To be handled by the Program/SCO)	<u>Yearly</u> The program produces one success story per year. A suitable story is identified in the annual planning workshop ('trigger'). The project provides the 'raw material' for the story, to be further validated and developed by SCO.
Case study  (To be handled by the Program/SCO)	<u>Once per project cycle</u> For each project one case study will be made. The subject is decided by SCO after discussion with the project.

Table 1: Overview of reporting instruments (project and program level)

Table 2 specifies the most important activities undertaken by the SCO and the Swiss-funded core projects in the field of rural development. Under the supervision of the Regional Director, the Tbilisi-based Monitoring Officer coordinates the monitoring and reporting tasks undertaken by the projects and provides guidance where necessary.

Activities	Periodicity	Human resources involved	Cost
<b>SCO</b>			
Observatory review	1 per year	Consultant + SCO staff	ca. 5'000 CHF/year
Success story	1 per year	Consultant/journalist, photographer + SCO staff	10-15'000 CHF/year
Case study	1 per year	Consultant (30 days) + SCO staff	ca. 5'000 CHF/year
Annual Monitoring Report	1 per year	SCO staff	SCO budget
<b>Projects</b>			
Sub-sector study	Once per project cycle	Project staff + outsourcing	Project budget
Gender analysis	Once per project cycle	Project staff	Project budget
DRR sensitivity analysis	Once per project cycle	Project staff	Project budget
Up-dating of result chains + measurement plan	Once or twice per year	Project staff	Project budget
Report on common scalable indicators (measurement plan)	Twice per year	Project staff	Project budget
Report on common scalable indicators (measurement plan) <b>aggregated</b>	Once per year	Project staff	Project budget
Report on specific non-scalable outcome indicators, including governance, DRR and gender	Twice per year	Project staff	Project budget
General baseline and impact studies	Twice per project cycle	Project staff + outsourcing	Project budget

**Table 2: OMC activities and resources**

# Annexes



## Annex 1. Sample Measurement Plan

(Refers to the results chain “veterinary services” shown above in figure 4, pg. 7)

Level	Box No.	Indicator	Baseline	Source	Predicted impact	Date	Means of verification
Improved skills of farmers on identifying cattle diseases	1.1	Number of cases when the symptoms were identified correctly by farmers; Number of cases when the symptoms were identified by farmers in time		Report	Increased 40%; Increased 30%	11/09 08/10	Interviews with farmers and vets
More timely informing vets about cases of cattle diseases	1.2	Number of cattle cured by vets due to timely notification		Report	Increased 60%	11/09 08/10	Interviews with farmers and vets
Vets' awareness improved about demand for medicines and services	2.1	Number of medicines & services required by farmers known to vets; List of preferred suppliers and brands of medicines		Report	At least 80% of vets have the list of required medicines and suppliers	11/09 08/10	Interviews with farmers
Offer of medicines and services by vets better meet requirements of farmers	2.2	Number of cases when the farmers didn't receive required medicine or service from vet		Report	Reduced 70%	11/09 08/10	Interviews with farmers
Vets' collaboration with input suppliers increased	3.1	Number of deals with input suppliers		Report	Increased 30%	11/09 08/10	Interviews with vets
Improved performance by Vets	4	Number of cattle cured by vets		Report	Increased 50%	11/09 08/10	Interviews with farmers; LSG
Increased demand for Vet services	5	Number of applications to vets		Report	Increased 50%	11/09 08/10	Interviews with vets
Increased access to and use of vet services	6	Number of farmers applied for vet service		Report	Increased 30%	11/09 08/10	Interviews with farmers
Improved cattle health	7	Number of cattle lost due to cattle diseases		Report	Reduced 40%	11/09 08/10	Interviews with farmers
Increased quality of milk	8	Quantity of milk lost due to cattle diseases		Baseline & Impact studies	Reduced 50%	11/09 08/10	Interviews with farmers
Increased productivity of dairy cows	9	Milk yield increased due to cattle health improvement		Baseline & Impact studies	Increased 30%	11/09 08/10	Interviews with farmers
Increased overall production of milk on farms	10	Amount of milk produced		Baseline & Impact studies	Increased 10%	11/09 08/10	Interviews with farmers
Increased incomes in poor rural households	11	Income of poor rural households		Baseline & Impact studies	Increased 10%	09/10	Impact study

## Annex 2: Guideline for (Half-) Yearly Reporting

### Section 1: Introduction – Project status (2 pages)

- Update on major political and socioeconomic developments in the country and region affecting the climate for development
- Update on major achievements, changes and decisions taken within the project, in relation to sectors, staff, organizational set up and management.

### Section 2: Overview of interventions ('pipeline')

- These could be brief **summaries** of ongoing (and planned) interventions. These summaries in turn could consist of the **intervention stories** (intervention plan part 1), which details the logic of the intervention, combined with an **implementation update** on steps taken and next steps (e.g., whether a final agreement has been reached with the partner, when intervention activities are expected to take place, or delays, first signs of impact, when first impact figures are expected). This should provide the SCO with an overview of what is ongoing and what to expect in the next 6 months to a year.
- These summaries should be organized per intervention area, and relations between interventions should be explained (e.g., one following out of the other, or two complementary interventions working towards the same objective).
- In this section should be indicated on which interventions real impact data will be reported in later sections of the report.

### Section 3: Service market outcomes

- The next layer consist changes in service markets triggered by those ongoing interventions that have reached that stage.
- These can be captured in short **description of service market changes**, describing what has changed, why, how much and for how many providers and clients.
- These descriptions should encapsulate as much as possible the two sets of indicators for this level. The non-scalable, project specific indicators refer to qualitative changes in service markets and coordination mechanisms such as more 'awareness' of a certain product, adoption of new business practices, rules being better enforced, and a 'coordination mechanism' to prevent overgrazing of pastures. The scalable common indicators refer to quantitative changes visible in each service market: changes in the volume and value of transactions and changes in the number of service providers.
- If service market outcomes specifically relate to **governance, DRR or gender**, this should be mentioned.
- These descriptions should be based on the assessments as described in the measurement plan.
- Descriptions in the previous half-yearly report should not be deleted in the next half-yearly report, but should be kept there. By using different fonts or font sizes a difference can be made between old text and new additions. This adding of text helps to get a total overview, seeing how the portfolio of interventions expands and how interventions progress and reach new levels of impact in time.

### Section 4: Enterprise and sector-level changes

- The next layer again builds on the previous one: some interventions have reached the stage that also enterprise and sector-level changes become measurable.
- These can be captured again in short **descriptions of enterprise and sector-level changes**
- These descriptions should again encapsulate as much as possible the two sets of indicators for these two levels. For the enterprise level this relates to productivity figures, sales and profitability: indicators that should be collected across sectors and projects, but are not scalable. For the sector level this relates to scalable common indicators: (additional) volume and value of commodity market transactions and expansion, new entry into the sector.
- Descriptions in the previous half-yearly report should not be deleted in the next half-yearly report, same as above.

### Section 5: Final figures for additional employment and income generated

- Finally, for those interventions for which all information is available, the final calculation of additional employment and income generated.
- **Additional employment** relates to the additional employment as noted throughout the value chain, from increases in employment in the partnering dairy factory to increases in persons employed as vets to additional day labor hired to bring in the fodder harvest. **Additional income** is additional wages from additional employment added with the net benefits (additional profit) per farm or firm multiplied with the number of beneficiaries expected to have gone through the same change process in the sector.
- Descriptions in the previous half-yearly report should not be deleted in the next half-yearly report, same as above.
- These completed interventions are also included in the annex.

### Section 6: Aggregated figures for all common scalable indicators - only yearly (1 page)

- This section is the outcome of a project updating all results chains once a year. This updating entails that project staff revisits logics made and filled in with numbers previously and adjusts these based on new insights and/or information from impact measurement for particular boxes. These adjustments, upward, downward, some new interventions added to the portfolio, some interventions closed (typically 2 years after the end of activities) lead to new aggregate figures.
- These figures can be presented as total aggregated figures for the whole project or broken down per intervention area.
- These figures must be **gender-disaggregated**.
- If desirable, these figures can be juxtaposed with project costs to get an idea of the returns on investment of the project.

### Annex 1: Completed intervention reports

All intervention reports which could be completed during the six-month period. Sharing these with the SCO gives insight into the details, working, and effectiveness of particular interventions.

## Annex 3: Roadmap for Introducing the OMC

### Project level

Step 1	<b>Assess market constraints and opportunities:</b> The Project conducts a <u>market analysis</u> or <u>sub-sector analysis</u> to identify how the market works and what are the impediments to and opportunities for increased competitiveness of the target group(s) and pro-poor growth. The project should try to understand <i>why</i> these impediments are there, or why opportunities are not utilized. The answer to this question defines what the project should do.
Step 2	<b>Develop a market strategy:</b> Based on the findings of the market analysis the project develops a <u>market strategy</u> . This is a vision spelling out the opportunity for growth in the market and the key issues to be addressed to unlock that growth potential. The project will focus on these <u>intervention areas</u> (normally not more than 2 to 4) Interventions should fall fit into a particular intervention area. Strategy and intervention area serve the purpose of keeping the project focused, instead of doing a bit of everything.
Step 3	<b>Design interventions:</b> With the strategy in place the projects goes out to search for opportunities to collaborate with private and public partners to address addresses one of the key constraints identified. Successful discussions with partners materialize in ' <u>deals</u> ' stipulating a finite, predefined set of activities, a division of labor between project and partners and a timeline. This package of intervention of activities together forms an <u>intervention</u> . Because al this defined, there is less risk that the project is sucked in too deep for too long and becomes an integral part of the market. The interventions are summarized in an <u>intervention plan</u> .
Step 4	<b>Develop results chains to define expected outcomes and impacts:</b> When deals have been struck, the project can translate the intervention plan into results chains, chain of causality from activity up to higher-level impact. It shows how Project activities are expected to lead to a series of changes in service markets and enterprises, which in turn contribute to sector growth and poverty reduction. Each element of the causality chain is shown in a separate box. Boxes are connected with arrows, which indicate causality. See <b>Figure 2</b> .
Step 5	<b>Identify key indicators:</b> For each element of the chain of causality the project establishes a separate <u>measurable indicator</u> . This is to assess if, and to what extent, expected changes in the chain actually happen.
Step 6	<b>Predict change:</b> The Project predicts the amount of change for each indicator as the expected outcome of an intervention. Predictions are realistic estimations based on what is known at that point in time.
Step 7	<b>Design a measurement plan for each intervention:</b> The project develops a <u>measurement plan</u> for each intervention. It outlines, per box, what needs to be measured, how and when, by whom. See <b>Annex 1</b> .
Step 8	<b>Construct a baseline:</b> Per intervention the project fills in baseline data into the measurement plan. The project also establishes a project baseline with essential household and enterprise data. Baseline date does not need to be ready at the start of the intervention, only before the intervention starts to influence market realities. It is important to wait long enough before conducting a survey so that more is known about what kind of intervention are likely to shape up and a maximum fit is ensured between baseline and interventions.
Step 9	<b>Conduct intervention:</b> The project implements interventions. Logics are updated as results come in.
Step 10	<b>Conduct measurement:</b> Project gathers qualitative and quantitative information as per <u>measurement plan</u> .
Step 11	<b>Analyze data:</b> Obtained data are analyzed and findings are reported. Project will modify predicted changes to reflect the information gathered. Analysis starts the moment the first data for lower level boxes comes in. Ongoing interventions can be stopped or modified based on this; new, supplementary interventions can be started.
Step 12	<b>Draw conclusions:</b> The project will draw lessons from the findings on what has worked and what has not worked. New insights can be developed into how to influence markets, address a particular constraint.
NB	Steps 1 and 2 form the basis; after that the process becomes more iterative. The project starts to search for opportunities and partners. The speed of the private sector and public sector partners will determine the amount of progress that can be made. First results from interventions can foster further learning. Interaction with partners will generate new ideas.

## Program level (SCO)

<p>Point 1</p>	<p><b>Ensure that projects conduct a thorough market analysis/sub-sector study.</b>  A sub-sector analysis should not end with an 'endless' list of constraints. It is essential to focus on a few key constraints, because there is only so much change that a project can generate. Only by focusing on a few areas can a project really make a difference. And only by identifying the most pressing issues is the project likely to find real support in the private or public sector for change. In minor issues no one is ready to invest. Finally, there must be a reasonable understanding why key issues haven't been resolved already the natural way, by market forces. If players in the sectors cannot solve an issue that is costing the money, why would an outsider project be more successful?</p> <p><b>Ensure that projects translate market analysis in a market strategy.</b>  A thorough analysis and a clear strategy are the only tools to keep a project on track and they are the only foundation for an outcome monitoring system. If constraints are not defined, if hence key service markets or coordination mechanisms are not defined, then also interventions will be hard to define. Without such strategic framework what typically happens is that project start to execute stand-alone activities (without immediate strategic significance). A clear idea of how a certain bundle of activities should lead to certain changes in certain markets is missing. Outcome monitoring cannot be based on such standalone activities. Only something more strategic can be translated into meaningful results chains.</p> <p>Designing a strategic framework is therefore essential for project effectiveness and outcome monitoring. The proof is a clear list of intervention (ideas), organized per intervention, instead of a 'laundry' list of activities.</p>
<p>Point 2</p>	<p><b>Ensure that the system is fully and timely implemented.</b>  Analysis and strategy are needed to arrive at good interventions. Results chains needs measurement plans to be validated. To ensure attribution all key steps of the results chain must be measured. Figures must be calculated taking the calculation factors into account. There is always pressure to economize on outcome monitoring. However, producing reasonably accurate figures is quite a challenge, even if you do it carefully. Start to economize and you might end up with something of very little value.</p> <p>Baselines can be retrofitted and beneficiaries can recall some changes taking place years before. But given the fact that producing reasonable figures is a challenge, it helps to keep it simple and a well-organized, well-managed system in place that minimizes gaps.</p>
<p>Point 3</p>	<p><b>Ensure that the outcome monitoring concept has sufficient internal value for projects so that the quality of the information coming out also has a real external value.</b>  Results chains can be made in many different forms. Measurements can be more or less robust. Final analysis and producing figures can be done more careful or less careful. The value of outcome monitoring is directly related to the ownership and sincerity of the implementing project/officer. This means that it is important to reduce the cost of (introducing) the outcome monitoring (introducing the concept) down and increase the value of the system.</p> <p>One way of reducing the (transaction) cost is this elaborate outcome monitoring concept which, although it is not a fully-fledged manual, at least attempts to provide a comprehensive system with roadmaps, examples and guidelines for the most important steps and tools. Another way of reducing cost is by ensuring sufficient guidance when a project walks through the first steps if making results chains and other complicated steps.</p> <p>The only way of increasing the value of outcome monitoring is by emphasizing the internal value, as a tool for learning, and not the external value, as a tool for reporting. Learning can stem from spelling out logics, which gives people more overview; filling in these logics with estimations/predictions (every adjustment in these is essentially learning); and doing the final analysis (what worked, what did not, why, what is next). This means that in discussions the internal value of the concept must always be given priority over the external value.</p>
<p>Point 4</p>	<p><b>Ensure that outcome monitoring is an activity involving field staff instead only specialists.</b>  This is an essential element of making outcome monitoring a learning exercise with internal value instead of only an 'information collection' task with a predominantly external value.</p>
<p>Point 5</p>	<p><b>Ensure realistic 'number crunching'.</b>  Figures give the appearance of hard facts, but might be very off. It is important that the figures coming out of the projects and being aggregated at the regional program are carefully, conservatively calculated to avoid inflated claims of success.</p>
<p>Point 6</p>	<p><b>Aggregate common scalable indicators.</b>  One of the main aims of the outcome monitoring concept: to be able to communicate the value of a regional program.</p>

# Annex 4: Guidelines for Program Instruments

## Observatory Review

### 1. Background

The SDC cooperation strategy aims to reduce socioeconomic disparities within the three countries of the Southern Caucasus by implementing anM4P approach. This should support the transition process of the three countries of the Southern Caucasus to a market economy while ensuring that also disadvantaged groups benefit from this transition. In order to increase the impact of the activities funded, the new cooperation strategy focuses on selected geographic areas within the three countries. Within Armenia, interventions concentrate on the Southern district of Syunik. In Georgia, activities cover the mountainous regions of Racha-Lechkhumi and Samtskhe-Javakheti. In Azerbaijan, projects of technical cooperation are implemented in the Southern region of Aghdam-Agjabedi-Fizuli as well as in the exclave of Nakhichevan.

Monitoring and Evaluation activities related to the present cooperation strategy are conducted on a yearly basis and include the following elements:

1. The most important factors of the general development context;
2. Outcomes and impact are assessed against selected indicators per domain of intervention;
3. At projects level, outcome (and to the possible extent, impact) assessments occur against baseline data.

### 2. Overall purpose

The overall purpose of the consultancy is:

1. To analyze the macroeconomic indicators of the country during the last calendar year and outline relevant trends of development for the SDC strategy;
2. To compare national trends with regional trends for the regions in which SDC is active; and
3. To assess within these regions to what extent which sectors contribute to these regional trends.

### 3. Tasks

In particular the consultant will be expected to:

- § Collect, analyze and report to SDC on the major macroeconomic indicators of the country;
- § Present the dynamics of the selected indicators for the last 5-year period;
- § The analysis shall cover, but not be limited to the following indicators:

- |                               |                          |
|-------------------------------|--------------------------|
| 1. GDP growth                 | 9. Trade balance         |
| 2. Fiscal and monetary policy | 10. Transfers in and out |
| 3. Inflation                  | 11. (Un) employment      |
| 4. Financial markets          | 12. Poverty              |
| 5. Exchange rates             |                          |
| 6. Tax revenues               |                          |
| 7. Foreign Direct Investment  |                          |
| 8. Foreign debt               |                          |

- § Conduct comparative analysis of the selected regions according to:

- |   |                           |
|---|---------------------------|
| 1. Their contribution to the national economy     | 5. Demography             |
| 2. Their leading economic sectors and sub-sectors | 6. Local governance       |
| 3. Migration                                      | 7. Female (un) employment |
| 4. Poverty  | 8. Governmental programs  |

- § Compare the dynamics of the selected regions with national dynamics;
- § Outline the role of selected sectors for those regions as well as for the country in relation to the poverty reduction;
- § Indicate sub-sectors with the highest potential for poverty reduction both for selected regions and at national level.

### 4. Deliverables

- § A narrative report of no more than 10 pages;
- § Annexes with tables, charts or other materials;
- § PowerPoint presentation of the report.

### 5. Qualifications, experience and skills

- § University degree in economics;
- § Familiarity with the relevant government policies, strategies and programs;
- § At least three years experience of analytical work or macro-economic evaluation;
- § Strong communication and presentation skills.

### 6. Duration

- § 10 days of consultancy within one month period;

## Success story

### 1. Goal and ingredients

- The aim of a success story is to **exemplify**, or **demonstrate**, how the M4P approach applied in certain regions in the South Caucasus contributes to the developmental goals of Domain 2 of the SDC regional cooperation strategy. Whereas as case study, discussed below, should go into a much more rigorous analysis of the change process, a success story show focus how the change was brought about and how beneficiaries benefited from it.
- These stories can relate to the any of the **indicators of change** and crosscutting themes of Domain 2, such as additional employment and income generated, poverty reduction, higher productivity and regional competitiveness, gender, governance and resilient systems, and social benefits of a strong economy (more education, less migration, *etcetera*).
- Because they tell the story of an indirect approach, it might be important that success stories not only relate of higher-level impact but also highlight the **markets and coordination mechanisms** through which impact is generated, such as better functioning service and input markets, better governance structures, *etcetera*.
- Success stories should be used to **clarify** the effectiveness of SDC to a variety of audiences or the working of M4P. It is for that reason very important that jargon and abstract language is kept to a minimum and that sufficient context is explained to make the story understandable to an **outside audience**, not familiar with the region or the approach.
- **Pictures and diagram**, and a focus on real-life persons, '**faces**', can further help the audience to relate to the story.
- The length of a success story should not surpass 4 pages.

### 2. Basic story line

Based on the above mentioned goal and ingredients, the following tentative basic story line can be envisioned:

1. Start with by explaining the **developmental relevance** of the story (*e.g.*, that a certain area was a traditional dairy growing region, but that with the collapse of the Soviet Union also dairy production collapsed, which led in turn to rural out-migration).
2. Define **key problem(s)**, especially the problem on which the success story will focus (*e.g.*, that the collapse was caused by a lack of fodder being imported into the region, which led to substantial drops in milk yields and farmers reducing their herds to survive the winter).
3. Briefly describe the **intervention**, how the M4P project developed a **partnership** with private or public actors, what activities were facilitated through this partnership, and what the **outcomes** should be in terms of better functioning markets or coordination mechanisms (*e.g.* the project partnered with a dairy cooperative to set up a demonstration program to increase local (know-how about) cultivation so that locally more fodder would become available). *NB: this section can be seen as a very brief summary of the first steps of you results chain: activities > service market outputs > service market outcomes.*
4. Capturing the **intervention logic** with numbers in a simple diagram (not the standard logic) is recommended.
5. If there is space, portrait the **partner**: why was he interested in working together with the project, what did he learn, or how he **innovated**, and how he profited (*e.g.*, a farmer who has become a commercial fodder grower describing how by forming the partnership he got into this new business, how he is continuing (sustainability!) and expanding his business, hiring more laborers, *etc.* A clear relation between change and project assistance from the partner's mouth is important in terms of **attribution**).
6. If there is space also portrait a **provider** (of inputs, services or 'coordination') if different from the partner mentioned above. Instructions for portraying can be the same.
7. Then describe higher-level impact. Ideally this is done through beneficiaries and their stories of change and improvement. The beneficiary's story should established **attribution** by pointing at improved market functioning, new market players or players displaying 'new' behavior as the source of change for changes in the farm, firm or household. The beneficiary's story should also **explain change** in a comprehensible manner (preferably no jump from fodder to super profits, but also something in between about improved cow health, average yield increases per cow, *etcetera*). Impact, change supported by detailed **qualitative and quantitative evidence** is more credible than unfounded claims. Ideally then, a qualitative story of change is supported with a **table** capturing change in figures. This is also important because an increase in yield, for instance, often require an increase in investment, so not all profit. *NB: This section relates to the upper levels of the results chain, enterprise and poverty.*
8. It is important to present a variety of beneficiaries, geographically, gender wise, size wise, above and below the poverty line, depending on the aim of the intervention and what makes a good story. A variety of change stories from a variety of actors makes it more credible that change has really percolated into society rather than having touched only a few.
9. Finally, one can sum up, by presenting some aggregate figures, main conclusion, or how this particular intervention or story is related to/has been given follow up by other interventions.

Other ingredients that could be useful:

1. A box on the project and/or the methodology.
2. A box on the region or the country.

## Case study

### 1. Background

The SDC cooperation strategy aims to reduce socioeconomic disparities within the three countries of the Southern Caucasus by implementing an M4P approach. This should support the transition process of the three countries of the Southern Caucasus to a market economy while ensuring that also disadvantaged groups benefit from this transition. In order to increase the impact of the activities funded, the new cooperation strategy focuses on selected geographic areas within the three countries. Within Armenia, interventions concentrate on the Southern district of Syunik. In Georgia, activities cover the mountainous regions of Racha-Lechkhumi and Samtskhe-Javakheti. In Azerbaijan, projects of technical cooperation are implemented in the Southern region of Aghdam-Agjabedi-Fizuli as well as in the exclave of Nakhichevan.

Monitoring and Evaluation activities related to the present cooperation strategy are conducted on a yearly basis and include the following elements:

1. The most important factors of the general development context;
2. Outcomes and impact are assessed against selected indicators per domain of intervention;
3. At projects level, outcome (and to the possible extent, impact) assessments occur against baseline data.

### 2. Overall Purpose

The overall purpose of the consultancy is to describe and analyze the key impact of M4P projects (or sets of interventions implemented by them) on a target audience in terms of, for instance, additional employment and income generated, poverty alleviation, better functioning service and input markets, higher productivity and regional competitiveness, gender, governance and resilient systems, and social benefits of a strong economy (more education, less migration, *etcetera*).

### 3. Tasks

In particular the consultant will be expected to:

- § Collect, analyze and report on how the project intervention achieved substantial poverty alleviation;
- § Conduct in-depth analysis of the project interventions' impact on additional incomes, additional employment, additional products or services introduced, reduced migration, social and economic prospects of the region, *etcetera*;
- § Show how an M4P project integrates regions into value chains and in the process moves villages from barter and being disconnected to developing market linkages with suppliers and buyers.

### 4. Deliverables

- § A narrative report of no more than 20 pages;
- § Annexes with tables, charts or other materials as needed;
- § PowerPoint presentation of the report.

### 5. Qualifications, experience and skills

- § Familiarity with the M4P approach;
- § At least three years experience of analytical work with focus on value chains;
- § Strong communication and presentation skills.

### 6. Duration and remuneration

- § Maximum 30 days of consultancy within a two months period;
- § CHF 150 per day.

## Annex 5. DCED Good Practice Guidelines For Outcome Monitoring

<b>1. Program impact model</b>
1.1 The program has an impact model that shows how activities lead to development goals and is sufficiently thorough, realistic and detailed so that each level of change can be isolated and measured. The program impact model is supported by clear analysis that shows how one level will lead to the next and shows how change will be sustainable. The analysis takes, as much as possible, into account issues such as displacement, gender, the environment, social impact and working conditions.
1.2 All mid and senior level program staff are familiar with the program impact model and use it in their activities.
1.3 The impact model(s) are reviewed at least annually to reflect changes in the program strategy, external players and the program circumstances.
<b>2. Indicators of change, and projections</b>
2.1 There is at least one indicator associated with each change described in the program impact model.
2.2 The universal indicators (outreach, net additional employment, additional income) are included at the appropriate level of the impact model. A written justification is available if they are not included.
2.3 The indicators chosen allow for an assessment of the sustainability of impact triggered by the project.
<b>3. Measurement of indicators</b>
3.1 A clear and transparent system for measuring indicators at appropriate intervals is established. The system defines what will be measured, when and how.
3.2 Baseline information on key indicators is collected as early as feasible. All key indicators are measured on a regular basis and at the end of the program. Where baseline data is missing, a plan exists to retrofit a baseline.
3.3 A clear and transparent system for estimating changes for universal indicators is established, including household and enterprises surveys on a regular basis, ways of calculating impact figures on the basis of data collected, and the use of proxy indicators.
3.4 All research is in line with established good practices.
<b>4. Attribution</b>
4.1 A clear and transparent system for measuring and calculating <i>attributable</i> changes in indicators is in place, and links back to the impact model already established.
4.2 Universal impact indicators are calculated taking attribution into account.
4.3 All publicly funded, collaborating programs contributing to the attributable change are acknowledged.
<b>5. Capturing wider change in the system or market (recommended)</b>
<b>6. Relating impacts to program costs</b>
6.1 Costs are tracked on a cumulative and annual basis. Total costs are presented along with impact assessment.
<b>7. Presentation, publication of results</b>
7.1 Aggregate estimations of the universal impact indicators are made on an annual basis, with clear and transparent explanations of how the estimations were done, taking into account issues like overlaps/double counting, and why the changes reported are likely to sustain.
7.2 Figures for the universal impact indicators are disaggregated for gender, or a written justification exists why this is not possible or not appropriate.
7.3 Figures for universal impact indicators are divided into direct and indirect impact.
7.4 Costs are reported together with impact; annual and cumulative in-country costs are reported at least once a year.
<b>8. Results measurement system management</b>
8.1 Tasks and responsibilities for impact assessment have been specified and delegated. The system is supported by sufficient human and financial resources. Staff is able to explain their task in relation to impact assessment.