

## **ANNEX C. DRAFT ACTIVITY MONITORING, EVALUATION AND LEARNING PLAN (AMELP)**

This draft AMELP describes Winrock’s proposed MEL system for EEDA, in accordance with USAID’s procedures in ADS 201 and ADS 579. Iterative, collaborative, relatively fast adaptation based on results is central to the MSD approach of EEDA, and this is reflected here in frequent analysis and adaptive management sessions. A final AMELP, using the USAID MEL plan template, will be developed in collaboration with USAID/Tajikistan and submitted within 45 days of award. The body of this sections explains how data will be collected, with success measured against indicator targets shown in the ITT in Annex D.

### **PERFORMANCE MONITORING**

Targets for many of the indicators in the ITT were set based on the number of firms the project expects to work with (PSE-2). This includes 82 directly-served firms-- 12 lead firms, 50 MSMEs receiving direct TA, 11 BDSPs, and 9 financial institutions—and 418 indirectly served firms-- 60 MSMEs linked to the lead firms, 8 medium enterprises served by banks, 250 micro- and small-enterprises served by MFIs, and 100 new micro-enterprises created with the support of BDSPs. The draft ITT shows estimated baseline sales and employment levels aggregated across all 500 firms the project will serve by LOP. But these initial levels, and targets for all indicators, will be adjusted using the results of the baseline assessment.

EEDA will use routine data collection tools to monitor performance on these indicators, including through firm registration forms, event logs, and logs of partner firm achievements (sales, finance accessed, employment, innovations adopted, etc.). For the 82 firms directly served by EEDA, these data will be collected on a quarterly basis, with dashboards generated that present results by type and size of firm, value chain, intervention received, demographic groups (for understanding of GESI outcomes) and other key disaggregates. The high frequency of the data analysis is important in the MSD context, as it enables rapid cycle assessments of how well pilot initiatives are working and what areas are still weak, so decisions can be made quickly to scale up or drop certain initiatives and to adjust the portfolio of partner businesses.

In addition to quantitative data on project output indicators, qualitative inputs from program beneficiaries and stakeholders will also be collected at least once per quarter, in accordance with USAID’s mandate to collect beneficiary feedback and ADS 201.3.4.10.A. This will include data gathering on participants’ continued challenges, additional support or improvements needed, any unintended results, GESI topics including differential experiences for women and marginalized groups, and any successful initiatives to increase their inclusion and quality of employment. The quantitative and qualitative monitoring data will be analyzed and reported a quarterly basis for internal review and use to drive adaptive management.

### **IMPACT MEASUREMENT**

Annual Firm Surveys will be used at the end of each fiscal year to collect summary outcome data from direct partner firms, and they in turn will be required to shared data on the firms that they work with. The EEDA MEL team will also directly execute the survey with a representative

sample of indirectly-served firms to back-check the results provided by partners. The survey will include the final annual summary data on sales, finance accessed, employment, innovations adopted and how they were used, as well as additional information on workforce development programs offered, and establishment of or progress on performance improvement plans as well as GESI plans. A particular focus will be placed on gathering detailed data on jobs, including details like changes in wages and working conditions disaggregates of number of decent jobs, green jobs<sup>1</sup>, new jobs created, improved jobs, and employment by demographic group.

There will also be an Annual Workforce Survey of a representative sample (with sample size adequate to ensure 95% confidence interval, 5% margin of error and 80% statistical power) of individuals receiving workforce training from partner organizations, asking about their job status and how the quality of their jobs have changed. Indicators of job quality will include a sub-set of the “dimensions of job quality” from the International Labor Organization’s Decent Work Agenda<sup>2</sup>: nature of contract, hours worked, wages, health and safety of working conditions. Outcomes for women, youth and marginalized groups will be highlighted, in line with EEDA’s GESI approach. These data will also be supplemented with qualitative feedback from partners and individuals in different demographic groups, with the findings shared in annual reports and used to guide further adaptive management.

An external MEL firm will be selected through an open bidding process to conduct formal evaluations for EEDA at baseline, mid-term and end-line. Winrock’s AGILE team and the EEDA teams will also provide all support needed should USAID organize an additional external evaluation. Evaluations will include analysis of annual quantitative data collected by the EEDA MEL team, plus additional qualitative data collected from partners, participants and other stakeholders using focus group discussions and key informant interviews. In addition to the MEL baseline assessment, a community-based, participatory GESI Analysis and Labor Market Assessment will also be conducted at the beginning of implementation, with the aim of uncovering GESI and workforce development best practices that can be piloted and scaled. Results of these assessments will be combined with baseline evaluation results to adjust final activity plans to ensure relevance and likely impact, and to adjust indicators and targets.

Mid-term and end-line evaluations will seek the answer key evaluation questions using a combination of quantitative and qualitative data. The questions will be refined later, but preliminary examples include: Is EEDA on track to achieve its objectives, to sustainably increase productivity and employment in the three target value chains? What are the most effective mechanisms for achieving these aims? How do results differ by value chain? How do the results differ by demographics (youth, women, marginalized groups)?

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<sup>1</sup> ILO definitions will be used for both decent jobs and green jobs, the latter being a sub-set of the former. Refer to “What is a green job.” International Labor Organization, 2016. [Link](#), and “Decent work indicators.” International Labor Organization, 2008. [Link](#).

<sup>2</sup> “How to” Measure quality jobs in value chain development projects. ILO brief. International Labor Organization, 2021.

## DATA COLLECTION, ANALYSIS, & REPORTING

For EEDA, Winrock will set up a geo-enabled, web-based, data-entry, data management and reporting system through the use of several complementary and seamlessly connected tools, like the one used in the final year of the ACAT project. ESRI ArcGIS will be linked together with the **Winrock Management Information System (MIS)**, a secure, internal, cloud-based data management platform tailored to capture the data needs of each project. Winrock MIS itself combines KoboToolbox for mobile data collection, an SQL database for data management and storage, and PowerBI for automated indicator calculation and dashboard creation. Integrating Winrock MIS with ArcGIS will automate geo-referenced data collection and visualization. The system also reduces errors, enables real-time tracking of results, and empowers the EEDA team to make efficient and context-specific adaptive management decisions. Support in creating data collection forms and inputting them into the MIS will be provided to the EEDA MEL staff by members of Winrock's global Analysis, Gender, Inclusion, Learning and Evaluation (AGILE) team.

Data will be cleaned, verified, and validated until it meets quality standards defined in the Winrock AGILE MERL Policy, before being uploaded into the Winrock MIS. Then data will be further validated for potential anomalies, outlier values, and inconsistencies, and returned to the originator to be re-reviewed, as needed. The MEL team will carry out monitoring visits to check on data quality every quarter, with an internal mini-Data Quality Assessment (DQA) conducted each year. These DQAs will apply USAID's five data quality standards of validity, integrity, precision, reliability and timeliness to investigate quality of the indicators, data collection instruments, data collection methods, database management, and actual data collection. Winrock's global AGILE team will lead execution of the first DQA, working closely with the EEDA MEL team to familiarize them with the process, then the local EEDA MEL team will lead subsequent DQAs. Any issues found will be addressed and resolved quickly. The team will also be ready to execute formal DQA's carried out in agreement with USAID/Tajikistan.

The MEL team will conduct advanced analysis on the available data each quarter, and then again annually. Analysis will include summary statistics broken down, in line with EEDA's GESI approach, by several disaggregates including type of firm, value chain, intervention type and for individual indicators, on demographic groups like gender, age, disability status, residency status (i.e. with focus on refugees and returned migrant workers). Statistical testing will be conducted to see if differences between these disaggregates and over time are statistically significant or not. Spatial analysis will also be conducted, to see if there are differences in outcomes by geographic area, including proximity to the capital and to key lead firms, and to identify potential improvements that could be made in geographic targeting. Quarterly analysis will be facilitated by the automated calculations and dashboards enabled by the Winrock MIS.

Qualitative data collected from beneficiaries and other stakeholders will be coded on an on-going basis so that common ideas and trends can be quickly derived. Case studies of particular firms under each type and intervention will be selected for a special deeper qualitative exploration and write-up each quarter. An outcome harvesting approach will be applied, with a

focus on key positive impacts or unintended consequences revealed in quantitative and qualitative data; where these are found, deeper investigation will be conducted to understand how and why the changes occurred. Using the qualitative and quantitative findings, the MEL team will continually revisit the validity of the Theory of Change, and will use any identified weaknesses to guide suggested adaptive changes to activity design.

Quarterly reports summarizing the findings will be shared every quarter, and annually, with reports uploaded to the USAID Development Experience Clearinghouse. The MEL team will also ensure timely and accurate data entry of results into USAID/Tajikistan's online reporting platforms (DIS, DDL and Teams) each quarter and at the end of each year.

### ADAPTIVE LEARNING

CLA will be central to the project, with frequent review of available results used to check how well different interventions and partnerships are working and to guide adaptive changes. This iterative approach is central to MSD. Specifically, every quarter the MEL team will conduct advanced analysis of available data, including dashboards of results by type of intervention and geospatial analysis to show spatial differences, and this will be used to make recommendations for potential changes in the number, type or location of partner businesses, and/or the type of support that the project should provide to partners in the future.

These results and recommendations will be shared and discussed internally within the EEDA team and with the core partner firms as part of quarterly after-action reviews, and with a broader group including EEDA staff, USAID/Tajikistan, direct partner firms, select indirectly-served SME firms, and other stakeholders during semi-annual pause and reflect (P&R) sessions. The aim of these meetings will be to guide the management tactics of EEDA staff, determine any adjustments needed to EEDA activity design, better integrate GESI best practices, avoid duplication of efforts, empower the partner firms and to make data-driven strategies for their own improvement, and adjust indicator targets. Small course corrections will be decided during quarterly after action reports, while larger activity and strategic business plan changes will be decided following the P&R sessions, in coordination with USAID/Tajikistan.

A learning agenda will be developed as part of the full AMELP. The learning questions as well as evaluation questions will be examined and discussed in the regular collaborative meetings to help guide project adaptation. There will be a particular focus on determining together which specific mechanisms are having the most success, and how they can be replicated and scaled up, as well as brainstorming and sharing experiences for how to overcome key challenges. Gathering of beneficiary feedback—from supported firms, but also from the individual employees and workforce training participants—is one crucial element of the CLA process. As mentioned above, EEDA will integrate beneficiary feedback into quarterly and annual reporting, and with greater emphasis in evaluations. During all CLA meetings the results of beneficiary feedback will be highlighted for discussion and a priority will be made to address their input.

**ANNEX D. PERFORMANCE INDICATOR TRACKING TABLE (ITT)**

IR Ref/ Indicator #	Indicator	Units	Disaggregates	Collection method and data sources	Frequency of Data Collection	Responsible parties	Targets/benchmarks			
							Baseline	Year 3	Year 5	LOP
<b>Objective 1: Improve productivity of targeted sectors through the adoption of innovation and technology, increased investment and market linkages</b>										
PSE-2	Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objective	#	*New = 100 *Firm type *Firm size (micro, small, medium, large) *Value chain	Firm Registration List	Continuous - analyzed quarterly	EEDA project staff + Core partner firm staff	0	360	500	500
CBLD-9	Percent of USG-assisted organizations with improved performance	%	*Value chain *Firm type	Quarterly & Annual Firm Surveys	Quarterly (direct firms) + Annually (indirect firms)	EEDA MEL staff + Core partner firm staff	0%	60%	80%	80%
	Numerator	#		0			50	66	66	
	Denominator	#		0			75	82	82	
STIR-10	Innovations supported through USG assistance	#	*New/on-going *Value chain *Green technologies	Quarterly & Annual Firm Surveys	Quarterly (direct) + Annually (indirect)	EEDA project staff + Core partner firm staff	0	75	150	150
EG.3.2-26	Value of annual sales of producers and firms receiving USG assistance	USD	*Value chain *Firm size *Firm type	Quarterly & Annual Firm Surveys	Quarterly (direct) + Annually (indirect)	EEDA MEL staff + Core partner firm staff	\$2.03 million	\$2.87 million	\$3.7 million	\$14.75 million
EG.5-15	Percentage increase in sales of firms receiving USG-funded assistance	%	*Value chain *Firm size *Firm type	Quarterly & Annual Firm Surveys	Quarterly (direct) + Annually (indirect)	EEDA MEL staff + Core partner firm staff	0%	60%	100%	100%

PSE-4	Private sector resources leveraged... to support U.S. Foreign Assistance Objectives	USD	*Resource type *Source type	Leverage log	Quarterly (direct) + Annually (indirect)	EEDA project finance staff + Core partner firm staff	\$0	\$2.2 million	\$3 million	\$10 million
<b>Objective 2: Facilitate skills development in the workforce to meet the evolving market's requirements</b>										
EG.5-2 GNDR-2 & YOUTH-3 disagg-regates	Full-time equivalent employment of firms receiving USG assistance *% women and youth employed disaggregated	#	*Green jobs *Value chain *Women: 55% *Youth: 30% *Refugees, Returned migrants	Quarterly & Annual Firm Surveys	Quarterly (direct) + Annually (indirect)	EEDA MEL staff + Core partner firm staff	32,720	38,696	47,660	47,660
EG.6-15	Percent of individuals with better employment following participation in USG-assisted workforce development programs	%	*Women, Youth, Refugees, Returned migrants	Annual Workforce Survey	Annually	EEDA MEL staff	0	30%	50%	50%
CUSTOM	% partners implementing GESI strategies	%	*Value chain *Target group- Women, Youth	Annual Firm Survey	Annually	EEDA MEL staff + Core partner firm staff	0	35%	70%	70%
<b>Objective 3: Strengthen the entrepreneur ecosystem-capacity of business incubators/accelerators and other platforms to scale up technical and financial resources for entrepreneurs and starts-ups</b>										
EG.2-12	Private sector enterprises with increased access to finance due to USG assistance	#	*Value chain *Source	Quarterly & Annual Firm Survey	Quarterly, then Annually	EEDA MEL staff + Partner firm (esp. FIs) staff	0	100	330	330