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MONITORING, EVALUATION AND LEARNING PLAN

Enhancing Equality in Energy for Southeast Asia (E4SEA)

Approved date:

Version I

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ACRONYMS AND ABBREVIATIONS

AFS	Automated Directives System
Asia EDGE	Asia Enhancing Development and Growth through Energy
BoD	Board of Director
CLA	Collaboration, Learning, Adaptation
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer Representative
DCOP	Deputy Chief of Party
DO	Development Objective
EDGE	Enhancing Development and Growth Through Energy
EEE	Enhancing Equality in Energy
E4SEA	Enhancing Equality in Energy for Southeast Asia
EU	Engendering Utilities
FGD	Focus Group Discussion
FY	Fiscal Year
GDP	Gross Domestic Product
GEELP	Gender Equity Executive Leadership Program
GESI	Gender Equality and Social Inclusion
GIDAP	Gender and Inclusive Development Action Plan
GW	Gigawatt
IDI	In-Depth Interview
IR	Intermediate Result
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
NDA	Non-Disclosure Agreement
PAD	Project Appraisal Document (PAD)
PII	Personally Identifiable Information
PITT	Performance Indicator Tracking Table
PIRS	Performance Indicator References Sheet

Q	Quarter
RDCS	Regional Development Country Strategy
RDMA	Regional Development Mission in Asia
RDQAA	Routine Data Quality Assurance Assessment
REO	Regional Environment Office
RF	Results Framework
SEA	Southeast Asia
STEM	Science, Technology, Engineering, and Mathematics
ToC	Theory of Change
TOT	Training of Trainers
USAID	United States Agency for International Development
W-GDP	Women's Growth, Development, and Prosperity
YALI	Young African Leaders Initiative

INTRODUCTION

This Monitoring, Evaluation and Learning Plan (MEL) serves as a guide for the CORE International Team implementing the Enhancing Equality in Energy for Southeast Asia (E4SEA) Activity. This plan outlines the MEL approach, specific tasks, and timelines for the Activity. It will inform implementation activities and management, so that USAID/RDMA, program implementers, beneficiaries, and other stakeholders understand the progress being made toward the achievement of objectives and results and can track targets and achievements during implementation.

This MEL approach is driven by deliberative and collaborative learning practices that will serve to advance knowledge generation, learning, and adaptive management. This plan provides metrics and analysis to both the Implementing Partners (IPs) and USAID/RDMA to facilitate evidence-based decision-making throughout the life of the Activity. This will ensure achievement of the Activity's goal of improving gender in the energy sector in Southeast Asia and support USAID's overall goal to increase performance of the region's energy sector.

This MEL Plan outlines how the Activity will measure progress toward objectives and results and capture how interventions work over the Activity period of performance, and any adjustments needed to achieve the desired results. The MEL Plan will help the CORE Team to gather information to build, test, validate, and iterate the E4SEA Activity logic. The MEL Plan exists as a "living" document, reviewed and updated regularly and as described in the Performance Indicator Tracking Table (PITT) in Annex I.

The Performance Indicator Reference Sheets (PIRS) in Annex II provide more details for each indicator being tracked.

PROGRAM OVERVIEW

BACKGROUND

SOUTHEAST ASIA & ENERGY¹

Energy is an essential input to sustain economic growth, and, in turn, demand is driven by growing economies. Throughout Southeast Asia, primary energy demand is projected to grow 2.1 percent per annum until 2040, which is higher than the world average. This will require large investments in new power generation capacity and in the systems that sustain this growth. Analysts estimate that the power generating capacity in SEA will need to double by 2035 to accommodate the growing demand; it will require an addition of 270 gigawatts (GW) of additional capacity and an investment of \$500 billion.² According to the IEA Southeast Asia Energy Outlook 2017, the cumulative energy investment needed (in energy supply and efficiency) to sustain growth to 2040 ranges from \$2.7 trillion to \$2.9 trillion depending on the policy scenario.

Functioning utilities are the backbone of national security and economic growth. Unfortunately, in SEA, many utilities are not financially viable and suffer from mismanagement, tariffs are not cost reflective, and there are high levels of both technical and commercial losses.³ These factors make it increasingly challenging for SEA utilities to attract additional private sector investment, leaving critical infrastructure even more vulnerable to unsustainable forms of investment, including high interest loans from China.

There is a growing body of evidence that correlates the increased representation of women in corporate leadership roles with stronger business outcomes. Companies with more women on their boards perform better with regards to their return on investment, sales and equity, and performance during times of crisis or volatility. Globally, women comprise only five percent of executive board members in power companies and only 14 percent of senior management leadership teams.⁴ Increased gender equality can improve business performance and help energy agencies meet their bottom-line goals by improving employee retention rates, increasing productivity, and enhancing financial returns.⁵ Moreover, well-functioning energy agencies create stronger and more resilient national energy sectors that are critical for economic growth and setting a path to self-reliance. Increasing the number of women working in the energy sector also provides a significant opportunity to improve gender outcomes within developing economies. Expanding women's participation in the traditionally male-dominated energy sector leads to tangible economic empowerment outcomes for women, such as increased opportunities for formal employment and higher income.

¹ Section 2.1.1-2.4 is information provided from USAID/RDMA contract Section C.

² Wood Mackenzie, <https://www.woodmac.com/news/opinion/southeast-asia-Ing-power/>

³ World Bank, Financial Viability of the Electricity Sector in Developing Countries.

http://ieg.worldbankgroup.org/sites/default/files/Data/Evaluation/files/lp_financial_viability_electricity_sector.pdf

⁴ BMO Financial Group. "Report: The Bottom Line: Connecting Corporate Performance and Gender Diversity." *Catalyst*. January 2004. <https://www.catalyst.org/research/the-bottom-line-connecting-corporate-performance-and-gender-diversity/>

⁵ EY.COM "Talent at the Table Women in Power and Utilities Index." 2016. [https://www.ey.com/Publication/vwLUAssets/ey-talent-at-the-table-women-in-power-and-utilities-index-2016/\\$FILE/ey-talent-at-the-table-women-in-power-and-utilities-index-2016.pdf](https://www.ey.com/Publication/vwLUAssets/ey-talent-at-the-table-women-in-power-and-utilities-index-2016/$FILE/ey-talent-at-the-table-women-in-power-and-utilities-index-2016.pdf)

BUILDING OFF OTHER SUCCESSFUL PROGRAMS: ENGENDERING UTILITIES 1.0 & 2.0, YOUNG AFRICAN LEADERS INITIATIVE (YALI) AND POWER AFRICA

Based on a global review of best practices, the USAID Engendering Utilities (EU) program developed the Best Practices Framework for Increasing Women's Participation in the Power Sector Through Human Resources Interventions (Framework). The Framework documents what companies can do to increase gender equity, more effectively support female staff, tap into new pools of talent, and recruit and retain female workers. From recruitment and hiring to retirement and succession planning, interventions along the employee lifecycle represent significant opportunities to promote gender equality within utilities. The Framework helps power sector companies benchmark their current policies, practices, and operations against global best practices.

Initially, Engendering Utilities partnered with power utilities by employing an expert coach who worked with each company to customize their interventions and tailor the approach to best meet the needs of each company's specific context and objectives. Later, USAID recognized the need to address gaps more systematically, and therefore, established an executive leadership course based on the global best practices identified in the Framework. This was the Georgetown University McDonough School of Business Gender Equity Executive Leadership Program (GEELP). The course built the capacity of key human resources administrators, operational area managers, and other key decision-makers within the partner utilities in order to effectively integrate gender equity initiatives within their corporate structures. Participants learned how to conduct gender assessments, design effective interventions, employ a change management approach, and persuasively communicate with senior management. Their participation in the course was done in conjunction with continued expert coaching support. The first seven utility partners graduated from the executive level course in 2018 and added 22 additional partner utilities from 2019-2020.

In Africa, USAID is addressing the leadership gap for women in energy through the Young African Leaders Initiative (YALI), the U.S. government's signature effort to invest in the next generation African leaders. USAID convened women YALI alumni for leadership training that provides the skills needed to advance their professional careers within the energy sector. Similarly, the Power Africa Women in African Power network works to improve gender policies among energy institutions; promoting a network of women in the energy sector that provides professional mentorship opportunities. Under this program, USAID/ Regional Development Mission in Asia (RDMA) aims to build on the success of the Engendering Utilities approach as well as YALI and Power Africa's gender empowerment efforts, to improve gender across the energy sector in Southeast Asia.

ENHANCING EQUALITY IN ENERGY FOR SOUTHEAST ASIA BACKGROUND

In Southeast Asia, gender inequality is a critical consideration when maximizing opportunities to achieve critical development outcomes. In general, gender disparities throughout Southeast Asian countries are quite prominent. Each country in Southeast Asia has its own unique challenges associated with establishing more gender-equitable socio-economic structures; however, many countries face similar challenges within the energy sector that are applicable region-wide.

Gender imbalance in the energy sector stems mostly from two related faces: women's unequal social position and the overall male-dominated character of energy institutions. Despite overall gender equality advances across Southeast Asia over the past several years, women's access to and control over assets

and resources—and control over their own lives—remains weaker than those of men. Men tend to hold decision-making power within households and also in community institutions. This trend holds true for the energy sector, which is a male-dominated space. This reality is in part due to the energy industries' demand for heavy physical labor and manual work, including operation of heavy machinery, work in shifts and demanding hours, geographical isolation, and relocation/migration that takes a household member away from the family. Understanding and addressing gender inequality and social exclusion will be essential for developing a sustainable energy sector in Southeast Asia.

In the energy sector, there are many underlying factors that cause gender imbalance and lead to more men being employed in lucrative technical and leadership positions. Globally, women are more likely than men to be responsible for unpaid care work, such as cooking, cleaning, caring for children and elders, and collecting clean water. These practices often prevent women from obtaining education, training, and skills needed to enter into higher-wage, high-growth occupations, such as science, technology, engineering, and mathematics (STEM). Even with education, women face multiple barriers when attempting to enter the workforce, including bias in recruiting and hiring. Companies lack gender specific data to assess the impacts of their recruitments and hiring practices. Once in the workforce, women face overt discrimination, bias in promotions, unequal pay and benefits, and lack of additional education and training opportunities.

E4SEA plans to enhance USAID's energy outcomes by improving gender equality in the Southeast Asia energy sector workforce. E4SEA envisions a unified regional intervention that includes all USAID-supported countries within Southeast Asia and the Pacific region. The primary and initial countries will be Burma, Cambodia, Indonesia, Lao PDR, the Philippines, Thailand, and Vietnam.

THEORY OF CHANGE AND RESULTS FRAMEWORK FOR THE ACTIVITY

THEORY OF CHANGE

The Theory of Change (ToC) is a logical representation behind how this Activity will bring about its projected results and meet the Activity goal. The USAID/RDMA E4SEA Activity's goal is to improve gender equality in the energy sector, which supports both a sustainable and secure energy sector and overall women's empowerment.

This approach is informed by the following assumptions:

- Increasing the diversity of the energy sector workplace is enabled by an increased pipeline of women and girls with energy sector relevant education, that are recruited into energy sector employers. Transforming attitudes and removing biases are key to strengthen this pipeline.
- Energy sector employers are defined as energy sector public and private employers including government ministries, utilities, regulators, educational institutions with energy programs, rural electrification entities, energy project developers, energy goods and services providers, and the broader civil society organizations involved in energy sector activities.
- Female and male employees in the energy sector increasingly share a common understanding about the status of gender diversity in their institutions and are increasingly likely to believe that

promoting gender equality does not come at the expense of meritocracy and/or wider inclusion (race, ethnicity, age, and others).

- Energy employers and leaders are increasingly aware of the need for an inclusive workplace environment, although it may vary by institution.
- An inclusive workplace environment is enabled by gender equitable workplace policies which requires management to be receptive to adopting and promoting an equitable workplace. To cultivate workplaces that attract and retain women, there needs to be openness and willingness to make organizational change, leadership development, personal agency, and male engagement.
- Equitable access to promotion and leader opportunities requires access to high quality leadership and management training, mentorship, unbiased promotion opportunities, professional networks, external leadership, and speaking opportunities.
- There are inherent negative cultural perceptions held by girls and families of girls that prevent girls from applying to jobs in the energy sector.

The Activity goal will be achieved through the effective implementation of evidence-based gender equity practices and policies within partner organizations. The CORE Team will start working with partner organizations to identify core challenges to gender equality to inform implementation and decision making (under Performance Work Statement Objective I – Identify core challenges to gender equality in the energy sector in Southeast Asia) as well as utilize best practices from established frameworks throughout the life cycle of the Activity, and consider relevant assumptions, as outlined above. The Activity goal “Improved gender equality in the energy sector can be achieved if the following outcomes are achieved. As part of start-up under Objective I, the CORE Team has completed and submitted to USAID/RDMA (i) Gender Equality and Social Inclusion (GESI) Analysis and (ii) Gender and Inclusive Development Action Plan (GIDAP) based on literature search. Both the GESI and GIDAP will be updated based on primary in-country data collection in the focus countries as part of the second phase of Objective I implementation.

The three key outcomes expected from the E4SEA Activity are described below.

Outcome 1: Increased workplace diversity

To increase workplace diversity, it is important to increase the pipeline of women and girls with relevant energy education. This can be achieved through the implementation of interventions under PWS Objective 2: Increasing the number of women and girls pursuing careers in the energy sector. The PWS Objective 1 also contributes to Outcome in that it provides a baseline from which the increase in workplace diversity is measured. It is expected that the Activity team will work with stakeholders including target beneficiaries to reduce their negative perceptions about women and girls in energy sector jobs; support the enabling environment in vocational schools and academic institutions; and seek ways to increase internship and mentorship opportunities for women and girls pursuing entry-level energy sector careers. As the Activity progresses, it is expected that these interventions will lead to the intermediate results of increasing the awareness of girls, boys, parents, and teachers of career opportunities in the energy sector and in STEM and increasing the proportion of women and girls enrolled in vocational training, education programs, or internship programs related to the energy sector.

PWS Objective 3: Increased recruitment, retention and promotion of women in the energy sector workplace activities will also contribute to Outcome 1. The interventions under Objective 1 will directly increase workplace diversity by leading to women working across functions (e.g., operations, sales, planning, customer relationship, and planning and budgeting,) and in positions with varying levels of responsibility and authority (e.g., entry level jobs, junior employees, senior employees, management, executive management, and leadership). Widespread workplace diversity will directly support Outcome 1 and lead to a gender equitable work environment, enhanced productivity, and improved bottom line for energy sector entities.

In addition to the PWS Objectives 1, 2 and 3 contributing to Outcome 1, as shown in the Results Framework (RF) later, Objective 5 also contributes to Outcome 1.

A detailed approach to implementing the interventions under Objectives 1, 2, 3, and 5 is provided in the Year 1 Annual Work Plan for the Activity submitted to USAID/RDMA separately.

Outcome 2: Improved inclusive workplace environment

To improve inclusivity in the workplace environment in Southeast Asia, the Activity will work to identify the core challenges to gender equity in region (PWS Objective 1) and increase recruitment, retention, and promotion of women in the energy sector workplace (PWS Objective 3).

To achieve Objective 1, the Activity team will work with partner organizations to collect country-specific data; map existing energy and gender in energy programs; document key challenges and lessons learned in bilateral and regional USAID programs; and engage energy stakeholders to specifically document core challenges in advancing women's engagement and leadership. In the medium-term, these interventions are expected to lead to an increased understanding of the status of women's participation in the energy sector.

To achieve Objective 3, the Activity team will work with partners and stakeholders to improve data-driven decision-making tools to track gender data and outcomes; create tangible opportunities for women in the workplace through policies and gender equality interventions; and systematically address conscious and unconscious bias that negatively impacts women and girls in recruitment, hiring, promotion, and retention. Intermediate results expected from these interventions include increased recruitment, hiring, promotion, and retention of women into technical and managerial roles and an enhanced, inclusive workplace environment, for non-utility, private or public sector energy institutions. In addition to Objectives 1 and 3, Objective 5 also contributes to Outcome 2.

A detailed approach to implementing the interventions under Objectives 1, 3, and 5 is provided in the Year 1 Annual Work Plan for the Activity submitted to USAID/RDMA separately.

Outcome 3: Expanded equitable promotion opportunities

To expand equitable promotion opportunities in the workplace environment in Southeast Asia, the Activity team will work to increase mentorship and leadership opportunities for women in the energy sector (PWS Objective 4) and enhance communication, collaboration, and learning in the sector (PWS Objective 5). In addition, the work performed under PWS Objective 1 on GESI and GIDAP will provide an input towards Outcome 3.

In order to achieve Objective 3, the Activity team will work with partners and stakeholders to improve the policies, criteria, and decision-making process that would open up equitable promotion opportunities consistent with gender equality and social inclusion. We will implement interventions targeted at achieving expanded equitable promotion opportunities in the energy sector work places. Intermediate results expected from these interventions include increased promotion, and retention of women into technical and managerial roles and an enhanced, inclusive workplace environment, for non-utility, private or public sector energy institutions.

Interventions under Objective 4 will include strengthening opportunities for mentorship of women to facilitate advancement into senior roles and improving women's and men's skills to advance to these roles. CORE expects that in the medium-term, these interventions will help increase continuing education opportunities to prepare women for management and leadership positions in the sector. It is also expected that these interventions will lead to increased mentorship of managers and human resources (HR) professionals to promote gender equality in the energy sector workplace.

To achieve Objective 5, the Activity team will develop an evidence base for linking gender and business outcomes; increase collaboration and coordination on gender equality topics; and increase the capacity of USAID and implementing partners to incorporate gender equality considerations into energy programs. Expected intermediate results under Objective 5 include increased collaboration on gender equality and women's empowerment programming in the energy sector; and increased capacity of USAID and implementing partners in region to incorporate gender into energy programs.

Our Year 1 Annual Work Plan provides a detailed discussion of our approach to implementing the interventions under the PWS Objectives 4 and 5.

In summary, the Activity development hypothesis is as follows:

- **If** diversity of the energy sector workplace is increased, including an increased pipeline of women and girls with energy sector relevant education and recruitment into energy sector institutions;
- **If** energy sector workplace environments are inclusive, including through the development of workplace policies that are gender equitable, and management that is adaptive;
- **If** women have equitable promotion and leadership opportunities, including access to these opportunities through training, mentorship, and unbiased promotion; and

Then gender equality in the energy sector will be improved.

The next section discusses the Activity's Result Framework (RF) directly drawn from the Theory of Change.

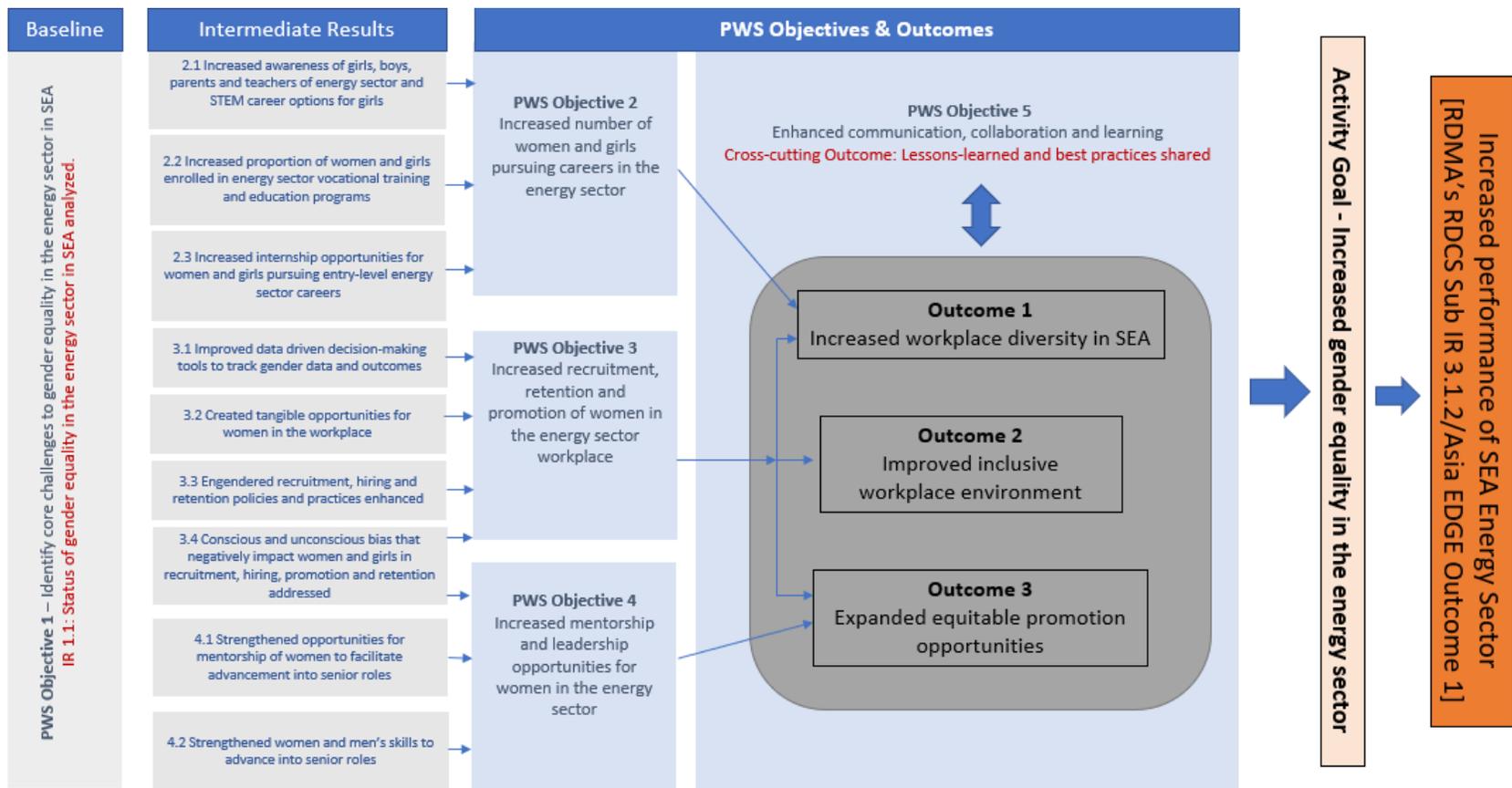
RESULTS FRAMEWORK

The Result Framework (RF) representing the above Theory of Change is presented in Figure 1. The RF in Figure 1 is a graphical representation of the development hypothesis of the Activity, illustrating the cause-and-effect linkages between USAID's and the Activity's Goals, the Regional Mission's Development Objectives (RDO 3), Outcomes, PWS Objectives and Intermediate Results (IRs) to be achieved with the assistance provided. The logic is that if the Activity's Intermediate Results are achieved, they will

contribute to accomplishing the higher-level Activity Goal, which will support USAID's RDO and Goal in the energy sector. In summary, the RF shows the relationship among the E4SEA Activity objectives and goal and the USAID's overall development objective and goals. The RF illustrates a direct linkage between the Activity outcomes and objectives with the IRs and the Activity performance outputs based on interventions under each of the five objectives.

The E4SEA Activity has one (1) Goal, three (3) Outcomes, five (5) Objectives, eleven (11) Intermediate Results. And we developed seventeen (17) associated performance indicators which we will collect data to measure progress; these are represented in the Performance Indicator Tracking Table (PITT) in Annex 1.

Annex 2 includes additional details regarding the indicators in the associated Performance Indicators Reference Sheets (PIRS).



Results Framework for Enhancing Equality in Energy for Southeast Asia

Figure I. Results Framework for Enhancing Equality in Energy for Southeast Asia

MAPPING OF E4SEA OBJECTIVES, INTERMEDIATE RESULTS AND INDICATORS

In accordance with the Performance Work Statement (PWS) and as discussed in detail in our Year 1 Annual Work Plan, we have developed a set of “Interventions” to achieve each “Objective”. These “Interventions”, in turn are implemented through a series of targeted tasks as described in the Year 1 Annual Work Plan. Table I presents a summary of the “Interventions” and the corresponding “Indicators” for each of the three “Outcomes”, five “Objectives” and eleven “Intermediate Results (IRs)” of the Activity. As shown in Table I, we have defined a total of seventeen (17) corresponding “Indicators” directly linked to those Outcomes, PWS Objectives and Intermediate Results.

An indicator is a quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement towards our Activity performance. All of the seventeen (17) Indicators are Activity-level custom indicators developed specifically for the E4SEA Activity (custom). These Activity-level indicators may be further finetuned and realigned based on deeper insights during the primary data collection phase in the focus countries.

All of these factors make up the Activity’s Intermediate Results (IRs). Indicators chosen for this Activity are **SMART**:

- **Specific:** Each indicator is clearly defined or identified
- **Measurable:** The size, amount, or degree of each indicator can be ascertained
- **Achievable:** The indicator can be successfully attained given Activity context and Constraints
- **Relevant:** The indicator appropriately connects to the Activity’s goal, objectives, and intermediate results
- **Time-Bound:** The indicator has a clear start and end period

E4SEA INDICATORS AT THE OUTCOME, OBJECTIVE, AND INTERMEDIATE RESULT LEVELS

The E4SEA Activity has one (1) Goal, three (3) Outcomes, and five (5) Objectives. As part of our response to the USAID Solicitation, we developed a PWS which presents our approach to implementing the five Activity Objectives through a series of Interventions to achieve the Activity Outcomes and lead to the overall Activity Goal.

- Table I describes our seventeen (17) indicators that are both qualitative and quantitative and are developed as “SMART” indicators.

TABLE I: E4SEA INDICATORS AT THE OUTCOME, OBJECTIVE, AND INTERMEDIATE RESULT LEVELS⁶

Activity Goal: Increased gender equality in the energy sector

Activity Goal Indicator: The extent to which gender equality in the energy sector has been increased.

Outcome 1: Increased workplace diversity in SEA

Outcome Indicator 1: Percentage of participants/target beneficiaries reporting increased agreement that workplace diversity has been increased as supported by USG assistance

Outcome 2: Improved inclusive workplace environment

Outcome Indicator 2: Percentage of participants/target beneficiaries reporting increased agreement that the workplace has increased inclusive environment as supported by USG assistance.

Outcome 3: Expanded equitable promotion opportunities

Outcome Indicator 3: Evidence of increasing or equal proportion and promotion of qualified women in the Board of Director (BoD) and senior management roles as supported by USG assistance.

PERFORMANCE INDICATOR	BRIEF DESCRIPTION	INTERVENTIONS ⁷
PWS Objective 1: Identify Core Challenges to gender equality in the energy sector in Southeast Asia		
IR 1.1: Status of gender equality in the energy sector in SEA analyzed		

⁶ The interventions listed in Table I in the last column are directly from the PWS of the Activity. Each of the interventions under the five Activity objectives will be implemented through a series of tasks as described in our Year 1 Annual Work Plan.

⁷ As per the PWS Objectives.

IR Indicator 1: Number of documents collected and analyzed that identify the status and core challenges to gender equality in the energy sector in SEA as supported by USG assistance	The E4SEA team will develop a robust evidence base specific such as GESI analysis, GIDAP, Stakeholder Mapping and Baseline Report to address the core challenges of the gender equality in the energy sector in SEA.	Intervention 1.1: Collect country-specific data
		Intervention 1.2: Map existing programs and document key challenges and lessons learned in bilateral and regional USAID programs
		Intervention 1.3: Engage energy stakeholders to document core challenges in advancing women's engagement and leadership in SEA's energy sector

PWS Objective 2: Increase the number of women and girls pursuing careers in the energy sector

PWS Objective Indicator 2: Percentage change of women and girls pursuing careers in the energy sector workplaces of E4SEA partner organizations as supported by USG assistance.	To increase the percentage of qualified women and girls in the energy sector, the E4SEA team will equip counterparts with the tools and training materials and address gender-based constraints to establish outreach opportunities and recruitment that lead to increased interest and opportunities for girls and women to pursue careers in the sector.	
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IR 2.1: Increased awareness of girls, boys, parents and teachers of energy sector and STEM career options for girls

IR Indicator 2.1: Number of persons who responded to social media engagement about energy sector and STEM career options for girls as supported by USG assistance.	The E4SEA will develop a standard outreach toolkit for tertiary-level education partners and energy sector employer partners and support them to develop social media campaigns targeting girls, boys, parents associated with specific schools who might have negative perceptions that prevent girls from entering energy sector education programs and careers.	Intervention 2.1: Reverse negative perceptions about women and girls in energy sector jobs via training and education programs.
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IR 2.2: Increased proportion of women and girls enrolled in energy sector vocational training and education programs

IR Indicator 2.2: Percentage change in female enrollment in vocational training and education programs related to the energy sector as supported by USG assistance.	The E4SEA will develop and deploy a Training of Trainers (ToT) on unconscious bias that facilitates an equitable, safe, and non-discriminatory learning environment for female and male students in tertiary-level educational institutions such as vocational schools and universities. The activity will monitor the enrollment status, retention, and graduation rate. The data will be disaggregated based on social status, ethnicity, and education status (e.g., first generation in the family to achieve higher education), and other significant differentiators.	Intervention 2.2: Support an enabling environment in vocational schools and academic institutions to increase number of women and girls in the sector.
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IR 2.3: Increased internship opportunities for women and girls pursuing entry-level energy sector careers

IR Indicator 2.3: Number of equitable formalized internship programs developed between energy sector employers and tertiary educational institutions as supported by USG assistance.	The E4SEA will develop an internship toolkit to strengthen existing internship programs and/or establish new programs that promote a pathway for employment and support engagement between energy sector employers and tertiary educational institutions, including creation of formalized programs, and training of partners on the toolkit.	Intervention 2.3: Strengthen equitable formalized internship programs that help young girls to familiarize themselves with energy sector and potential careers.
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PWS Objective 3: Increased recruitment, retention and promotion of women in the energy sector workplace

PWS Objective Indicator 3: Percentage change in female recruitment, retention and promotion in the energy sector workplace of the partner organizations of E4SEA as supported by USG assistance.

In order to achieve Objective 3, E4SEA will work with energy sector employers to adapt tools, policies, and best practices developed and implemented by USAID's Engendering Utilities program that help to hire, promote, retain women, and strengthen gender equality.

PWS Objective 3 is directly linked to Outcome 3 as shown in the Results Framework (RF)

IR 3.1: Improved data driven decision-making tools to track gender data and outcomes

IR Indicator 3.1: Number of tools to track gender data and outcomes developed and deployed as supported by USG assistance.

Engendering Utilities scorecard framework and tools will be adapted and deployed for energy sector employer/partners to identify gender gaps and monitor progress.

Intervention 3.1: Adapt and localize Engendering Utilities scorecard framework and tools for energy sector employers/partners.

IR 3.2: Created tangible opportunities for women in the workplace

IR Indicator 3.2: Number of institutional coaching plans developed with energy sector employer partners as supported by USG assistance.

The institutional Coaching Plan will be developed with energy sector partners to address the gaps identified by the scorecard framework, utilizing tools, policies and practices from USAID's *Delivering Gender Equality: A Best Practices Framework for Utilities*.

Intervention 3.2: Coach energy sector partners/organizations on how to improve talent attraction and outreach.

IR 3.3: Engendered recruitment, hiring and retention policies and practices enhanced

IR Indicator 3.3: Number of policies related to recruitment, hiring, and retention - proposed, adopted, or implemented as supported by USG assistance.

Recruitment, hiring and retention policies of energy sector partners will be reviewed and revised to address gender equality.

Intervention 3.3: Strengthen policies and practices related to recruitment, hiring, and retention of women in the energy sector.

IR 3.4: Conscious and unconscious bias that negatively impact women and girls in recruitment, hiring, promotion and retention addressed

IR Indicator 3.4: Number of unconscious bias ToT delivered for energy sector employer partners as supported by USG assistance.

ToT on conscious and unconscious bias will be delivered to potential trainers within energy employer organizations in order to enable change that improves the workplace for women and men.

Intervention 3.4: Develop ToT on conscious and unconscious bias in the energy sector.

PWS Objective 4: Increase Mentorship and Leadership opportunities for women in the energy sector

PWS Objective Indicator 4: Number of mentorship and leadership programs enhanced for women in the energy sector as supported by USG assistance.

To increase mentoring and leadership opportunities for women in the energy sector, E4SEA will support energy sector partners to launch mentorship programs and provide continuing education (CE) opportunities for women in the organizations.

IR 4.1: Strengthened opportunities for mentorship of women to facilitate advancement into senior roles

IR Indicator 4.1: Number of mentorship toolkit developed to enhance mentoring program that prepare female employees to pursue senior roles within their organizations as supported by USG assistance.

Mentorship toolkit will be developed to support the establishment of the programs using the best practices mentoring program under Engendering Utilities.

Intervention 4.1: Support establishment of mentorship programs within energy employer organizations.

IR 4.2: Strengthened women and men's skills to advance into senior roles

IR Indicator 4.2: Number of individuals with improved skills following completion of USG-assisted workforce development programs as supported by USG assistance.

ToT of the Engendering Utilities-supported Empowered Employee Training and the Workforce Gender Equality Accelerated Course will be delivered to E4SEA partners with guidance on delivering the training to employees within their own organizations.

Intervention 4.2: Build personal agency and leadership skills and provide the Engendering Utilities accelerated course as a continuing education.

PWS Objective 5: Enhance communication, collaboration, and learning

IR 5.1 Strengthened the capacity of organizations to replicate successful gender equality interventions and best practices

IR Indicator 5: Number of documents of successful interventions, best practices and learning plans for USAID Program on gender equality in the energy sector in SEA developed as supported by USG assistance

A report documenting all research on evidence base outcomes, outreach conducted to existing programs, online tools, webinar and virtual meetings and trainings will be developed and shared

Intervention 5.1: Develop an evidence base for linking gender and business outcomes

Intervention 5.2: Increase collaboration and coordination on gender equality topics

Intervention 5.3: Increase capacity of USAID and implementing partners to incorporate gender equality considerations into energy programs

MONITORING, EVALUATION, AND LEARNING APPROACH

MONITORING

Our approach to developing the MEL Plan is guided by the principle that when MEL systems emphasize quality, accuracy, relevance, standardization in indicator measurement, flexibility to respond to changing contexts, and collaborative learning, MEL moves beyond its traditional role of being a tool for performance management and results tracking. It becomes a guide for adaptive, responsive Activity management and creates opportunities for *collaborative learning and adapting* within—as well as across—activities.

This MEL approach seeks to combine simple, cost-effective qualitative and quantitative data collection methods to facilitate and capture lessons learned and opportunities and create a feedback loop among private and public sector employers in the energy sector, vocational institutions, universities, regional actors, the E4SEA Activity Team, and USAID/RDMA. This MEL Plan describes the methodologies that the CORE Team will use to perform MEL throughout the life of the program, ensuring flexibility and adaptability as the Best Practices Framework, and targeted Activity curricula as they are further developed and enhanced. The MEL Plan development process is a collaborative effort between the E4SEA team's and MEL and gender specialists from both USAID/RDMA and the CORE Team. It will continue to be so throughout the life of the E4SEA Activity.

SEX-DISAGGREGATED & GENDER-SENSITIVE INDICATORS

In accordance with USAID's Automated Directives System (ADS) 205 Integrating Gender Equality,⁸ this MEL Plan includes sex-disaggregated and gender-sensitive standard indicators across all results, as appropriate, including counting the number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations. Beyond simply counting women and men, the team will collect descriptive, qualitative data, and create knowledge of gender-based constraints, opportunities, and effects of leading, participating in, and benefiting from the activities.

DISAGGREGATION BASED ON OTHER SOCIOECONOMIC DIFFERENTIATORS

Although this is not mandated by the ADS, enrollment, retention, graduation rate or recruitment, retention, promotion rate will also be disaggregated by other socio-economic differentials that are considered significant by the assessment. These may include societal status, economic group, region, religion, etc. Such disaggregation, to the extent possible, can provide great insight as to what groups of women/girls are gaining compared to other groups and what are the factors that still hold some groups of women back. This is in line with the inclusive development principles discussed below.

⁸ USAID ADS 205, Integrating Gender Equality and Female Empowerment in USAID's Program Cycle:
<https://www.usaid.gov/sites/default/files/documents/1870/205.pdf>

PERFORMANCE INDICATORS

The Activity will be monitored systematically, and progress reported regularly through the PITT. This MEL Plan follows USAID guidelines for developing performance indicators in the PITT and PIRS (See Annex I and II). The seventeen (17) performance indicators used to track the Activity tasks (process), what the Activity has done (outputs), what it has achieved (outcomes), and to what it is contributing (impacts). Since higher-level outcome and impact indicators require a longer time scale for proper assessment and attribution, incremental success can be demonstrated by tracking milestones reached. Such milestones will allow the Activity to show achievements towards high-level Activity results and enable the Activity to better assess if it is on track to achieve outcomes and impacts.

INCLUSIVE DEVELOPMENT PRINCIPLES⁹

Promoting gender equality and social inclusion necessitates paying attention to the intersectional nature across gender equality, female empowerment, people with disabilities, indigenous peoples, LGBTQI+ people, youth, and other vulnerable or marginalized groups. In closing gender gaps within the energy sector, EEA for SEA will explicitly consider how intersecting inequalities shape men's and women's lives in different ways and result in multiple vulnerabilities - the differences among women may be as great or greater as between men and women in certain areas. Men and women will not be treated as monolithic categories. In addition, EEA for SEA will plan to ensure that any observed unintended gender-related consequences of the Activity are documented, and, if a viable solution exists, addressed. Both our GESI Analysis and GIDAP deliverables, submitted to RDMA separately, explicitly incorporate inclusive development principles.

DATA COLLECTION METHODOLOGIES

To capture successes and lessons learned fully, the CORE Team will use a mixed-methods approach to report on progress made by participating energy sector entities and participating partners. Data collection methods will vary by indicators and are described in the PITT for each indicator. The CORE Team will utilize both quantitative and qualitative collection methods.

As COVID-19 travel restrictions are currently in place, the following data collection techniques may need to be adjusted to accommodate work with partner entities and the travel restrictions currently in place by each country.

Quantitative methods. The CORE Team will develop primary data collection tools that will collect data for the Annual Work Plan and the Gender and Inclusion Development Action Plan (GIDAP). The team will collect and analyze partner and program data using tools such as quarterly reporting updates, and surveys following completion of courses. The team will also develop a Citizen Survey which will be a small but a statistically representative survey in each partner country. For other tasks, such as the empowerment training and the adapted accelerated course, the MEL team will design tailored quantitative data sheets. These sheets will allow the team not only to collate and report progress from

⁹ This section was provided by USAID in Section C

these different initiatives in the PITT and PIRs but, most importantly, to monitor progress and assess contributions to the overall goal of increasing gender equality within energy partner organizations.

Qualitative methods. The CORE Team will gather insights from energy sector public and private employers including government ministries, energy regulators, rural electrification entities, project developers, and energy employers. During training course delivery, the adapted accelerated course, and empowerment training, partner institutions will prepare and submit quarterly reports. These reports will supplement the quantitative data with case studies and success stories. The implementing partners will provide participant-level perspectives garnered from the beneficiaries of the Activity's interventions. Additionally, regular interactions between Unconscious Bias Coaches and any other Coaches that are utilized in the Training of Trainers (ToT) activities described in the Activity Year 1 Annual Work Plan will be documented in logs that the coaches maintain on a rolling basis. These contribute to qualitative data collection and provide context, stories, and other relevant data.

The MEL team will also utilize In-Depth Interview (IDI) and focus group discussion (FGD) to gather qualitative data on current workforce, HR recruitment, retention, and promotion policies, and strategic objectives on gender equality. The team may also utilize IDI and FGD to capture additional data throughout the life of the Activity. These qualitative data sets will allow the team to determine changes in participants' knowledge, attitudes, and practices (KAPs) and will form the basis for answering selected Learning Questions that will be developed through the GIDAP and the Annual Work Plan.

DATA QUALITY

Guided by USAID's data quality standards (ADS 201.3.5.8), the team will integrate the below five data quality standards in the entire process of data collection and analysis to better understand the strengths and weaknesses of energy sector entities' primary and secondary data and the extent to which the data can be trusted and used to influence management decisions. The team will implement the following steps to meet the five data quality standards:

1. **Validity:** Collect qualitative and quantitative primary and secondary data that have a direct relationship with the theory of change. Disaggregate data by sex, assign highly qualified personnel to collect data and report to the Chief of Party (COP) and the Deputy Chief of Party (DCOP), and report data quality problems and propose solutions to address them.
2. **Integrity:** Clearly define the process of data flow and staff roles and responsibilities, and share documents on different platforms, as determined by the MEL Advisor to monitor and track changes in order to minimize risk of transcription errors or data manipulation.
3. **Precision:** Design data collection tools to help the team collect enough qualitative and quantitative details to conduct proper analysis and facilitate management decision-making.
4. **Reliability:** Establish procedures for data collection, maintenance, and documentation, as needed.
5. **Timeliness:** Develop a regularized schedule of data collection and analysis and establish data storage mechanisms that allow access to data and meet management needs.

The team will establish Routine Data Quality Assurance Assessment (RDQAA) procedures to ensure the application of the above five standards and verify their alignment with Performance Indicator References Sheets (PIRSs) across the program. Program management will socialize and improve the MEL culture within partners organizations, through MEL development and trainings where applicable, targeting MEL and non-MEL staff. The team will also conduct biannual touch-base meetings to evaluate the reporting platform and RDQAA to integrate lessons learned and ensure effectiveness and efficiency.

EVALUATION

During the life of the Activity, USAID may commission an external organization to conduct performance evaluation to assess components such as progress toward achieving the objectives; implementation gaps and improvements to address them; and stakeholder satisfaction and perceptions of the value of the Activity. The performance evaluation methodology and questions will be determined by USAID in consultation with the external evaluator(s). Data collected by the CORE Team under this MEL plan will be made available to the external evaluation team. USAID may also consider an ex-post evaluation to determine how E4SEA interventions and approaches are sustained and contribute to enhancing energy utilities performance, inclusivity and resilience. This is quite key, as many of the impacts will be long-term and sustainability of the enrollment/changed attitude on gender equality/inclusive workplace practices is key. Also, the ex-post evaluation will provide a retrospective view to cross-validate what elements of the activities worked best.

PLAN FOR SPECIAL STUDIES

USAID and the CORE Team may request special studies or ad hoc evaluation for the Activity as a whole or for specific components or sub-components of this Activity. These special studies are designed to provide USAID, implementors, beneficiaries, and other stakeholders with performance information about the Activity implementation and results that would not be covered in quarterly reporting or independent evaluations. All Special Studies requests require a detailed scope of work which must be cleared by USAID/RDMA before commencing the studies.

MEL PLAN ADAPTATION AND LEARNING

The MEL Plan is a living document that the Activity team will use to guide its performance management efforts. Implementation of MEL activities are not a one-time occurrence but an ongoing process of review, revision, and re-implementation. As such, the team will review the MEL Plan (and, if needed, revise it) annually and as necessary, based on the Activity's learning processes and implementation. These reviews will help with adaptive management by allowing for adjustments to work plans and associated activities and indicators. When reviewing the MEL Plan, the team will consider the following questions:

- Has the performance indicators effectively measured the intended results? Are the performance indicators providing the information needed?
- Are the MEL Plan and indicators gender responsive? Do they go beyond counting bodies to collect data and information about how activities affect women and men differently or how they contribute to gender equality and women's empowerment?

- How can the MEL Plan be improved to improve learning and better track Activity implementation and other E4SEA results/achievements of objectives?
- What are lessons learned in the data gathering and reporting process which should be passed on to the broader stakeholder community?
- What are key preliminary findings that should be shared through communications and outreach activities?

As mentioned earlier, the team will document major changes to the MEL Plan, such as changes to indicators and tasks, with supporting documentation provided when needed. The team will document all changes and instances of adaptive management, with rationales provided for all. The team will also include descriptions of these changes in Activity progress reports and relevant deliverables. All potential changes to the MEL Plan will be reviewed by the USAID COR who maintains the authority to approve those changes. The CORE Team will date and number versions of the document to maintain version control.

This level of documentation will provide deeper detail on the rationale for adjustments and specific changes regarding the MEL strategy. It will also provide documentation and insight into what the Activity has learned through implementation that may be considered for adjustment in the Enhancing Equality in Energy for Southeast Asia strategies and/or other relevant USAID interventions.

DATA MANAGEMENT

DATA MANAGEMENT, PRIVACY & SECURITY

Data collection, storage, and associated security for internal Activity purposes will be determined by the CORE Team with input from USAID/RDMA, as needed. The management and security of the Activity's data will comply to the standards that USAID has provided to the team. Activity data will be safeguarded, and limited access will be given to prevent loss of control; compromised data; unauthorized disclosure, acquisition, or access; or any other kind of data breach. The CORE Team acknowledges the sensitive nature of gender and inclusion discussion and will provide safeguards throughout our Activity to ensure the confidentiality and entrustment of the data and information collected. Our intent is to provide a safe space for open communication and honest documentation and reporting.

The CORE Team will also enforce a strict set of data privacy and security protocols for personally identifiable information (PII) to adhere to the ethical principles governing collection of data on human subjects:

- The team will obtain all quantitative and qualitative data by lawful and fair means, beginning with a proper consent script notifying participants of their essential rights (e.g., who to contact if they have questions, whether they will be compensated or not, or the right decline to participate without fear of retribution). The CORE Team will obtain and document locally appropriate consent. In the case of some of the focus countries, there may be survey and data collection restrictions and any survey work may require prior permission from the appropriate authorities in the country. In such cases, the CORE Team will consult with USAID/RDMA and will make sure that there are no violations, even inadvertent oversights, on part of any member of the CORE Team.
- The CORE Team will obtain all appropriate non-disclosure agreements (NDAs) and data releases as an integral part of data privacy and security. The team will obtain and keep NDAs on file for individuals with access to proprietary and confidential information (e.g., consultants or survey enumerators).
- In addition to collecting NDAs, the CORE Team will obtain necessary data releases from individuals when using their image or likeness or an attributable quote. Further, when a data collection exercise such as a focus group discussion or IDI is going to be recorded, the CORE Team will seek acknowledgement and acquiescence for recording from the participants. The team will also inform participants how attribution will be made (e.g., by name, by job title, by gender, or by location).
- The team will save all data files containing PII on secure platforms to be decided between the CORE Team with input from USAID. Local versions of files on flash drives or laptops will not be permitted.
- The CORE Team will ensure, whenever possible, that the individuals whom the data describe remain anonymous. The team will not share any data files containing PII with partners or USAID until PII and other sensitive data is removed, encrypted, anonymized, or aggregated. This includes submissions to the Development Experience Clearinghouse and the Development Data Library.

Any data sets shared with partners or USAID will be copies of original data sheets. The CORE Team will place these into a folder created specifically for sharing so that the end user (partner or USAID/RDMA) has a de-identified copy and no access to the original. In the event of any uncertainty, the CORE Team will seek USAID/RDMA guidance of what data can be shared with which parties.

DATA USE, ANALYSIS, AND VISUALIZATION

The CORE Team will organize and present data for efficient and effective review of E4SEA activity performance. Ongoing review and analysis will aid in extrapolating challenges that may be affecting certain indicators, trends and findings across countries, interventions, and other factors. This will also help identify possible opportunities for increasing program effectiveness, including optimizing survey and data collection efforts to correspond with the Activity budget. Having an intimate understanding of the data and the context from which they are derived will produce findings, conclusions, and lessons learned to support adaptive management of the program during implementation and inform future programs and activities. The team will regularly review and analyze the data collected to assess progress toward key results and overall program objectives.

MEL ROLES & RESPONSIBILITIES

The E4SEA Bangkok office-based full-time MEL Specialist has the ultimate responsibility for the implementation of the MEL plan and the final approval of the data and progress reports. He will provide life-of-program support and guidance to the E4SEA COP, DCOP, Gender Expert, MEL consultants, Home Office management and other technical team members on matters of data collection, indicator tracking, analysis, validation, knowledge management, and learning. He is responsible for reporting of results in the Activity's quarterly, annual, and final reports and any relevant USAID databases.

Specific day-to-day tasks will include obtaining data from the technical team, ensuring it is accurate and accompanied by the required documentation, collating electronic and hard copy information, maintaining data records, identifying gaps, aggregating data, and creating and compiling progress and custom reports. Data collection, verification, reviewing, and certifying process will be managed by a combination of experts with the overall quality control from the COP and Deputy COP. In addition, our Activity management structure includes an Advisory Committee of high-level experts in gender, M&E, data quality, and results reporting. Specialists in this Committee will also ensure that data collection and management process is carried out with the highest professional standards.

The task leads and specialists (e.g., Gender Specialist, Stakeholder Engagement and IDI/FGD Specialist, and the Baseline Survey Task Lead, will all feed into the data collection and management process with specific guidance from the MEL Specialist on the type of data to be collected.

The MEL Specialist will be supported by Home Office management and independent MEL Consultants, when needed. At Activity start-up, the MEL Consultants developed the initial MEL Plan, defined the indicators, and drafted the PITT. As of December 1, 2020, our full-time MEL Specialist has come on board in our Bangkok Office and we are currently providing orientation to the MEL Specialist and the rest of the Bangkok Office personnel on the use of the MEL Plan and, in year 1, work with the MEL Specialist to develop data collection forms and electronic database(s). The Bangkok-based Activity team will support the internal review and presentation of the results during the annual work planning process. The MEL Specialist will conduct periodic trainings for E4SEA Activity personnel on the MEL plan and their responsibilities. The MEL Specialist may also provide trainings to energy entities to demonstrate the value of MEL in their own institutions.

Table 2 provides a schedule of proposed MEL activities that will be routinely aligned with the Activity implementation schedule presented in the Year 1 Annual Work Plan. Due to COVID-19 situation and the travel restrictions in many of the focus countries, many of the surveys, focus groups, and meetings would need to be conducted remotely and our timing for baseline surveys and data collection may need to be somewhat revised, especially during the second and third quarters depending on how long the COVID-19 impact persists.

MEL CALENDAR OF TASKS

TABLE 2: SCHEDULE OF MEL ACTIVITIES														
TASKS	YEAR 1				YEAR 2				YEAR 3				RESPONSIBLE PARTY	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Submit MEL Plan for USAID approval	•													COP
Set up M&E system and train staff and government partners	•	•												MEL Specialist
Citizen Baseline Survey		•				•				•				External service Provider
Collect routine performance data		•	•	•	•	•	•	•	•	•	•	•	•	MEL Specialist
Conduct quality control			•	•	•	•	•	•	•	•	•	•	•	MEL Specialist
Hold collaborating, learning, and adapting (CLA) adaptive management meetings			•		•		•		•		•			COP
Hold annual review and pause-and- reflect session with government and other Activity stakeholders				•				•					•	COP
Conduct internal data quality assessment (DQA) for larger tasks						•								MEL Specialist
Draft MEL section of annual report				•				•					•	MEL Specialist
Revise MEL Plan as needed				•				•					•	MEL Specialist
Draft M&E and lessons learned sections of final report												•	•	MEL Specialist

MEL BUDGET

The budget for the implementation of the proposed MEL activities for the three-year term of the Activity will range from 8 to 10 percent of the Activity's overall budget. This estimate is based on (i) MEL implementation for similar USAID activities, (ii) our best estimate on the resources and types of personnel required, and (iii) the extent of the MEL tasks and staffing, including any external short-term specialists. Given the COVID-19 environment and the differences in data and data collection complexities in the different Activity focus countries, this budget may somewhat vary up and down. However, barring any unforeseen circumstances, our best estimate for the budget for the MEL activity is approximately 8 to 10 percent of the total Activity budget

ANNEX I: PERFORMANCE INDICATOR TRACKING TABLE (PITT)

Please see the attached Excel spreadsheet with the Performance Indicator Tracking Table (PITT).

ANNEX 2: PERFORMANCE INDICATOR REFERENCE SHEETS (PIRS)

Annex 2 contains PIRS for 18 indicators and is provided separately.