



USAID | **MACEDONIA**
FROM THE AMERICAN PEOPLE

MACEDONIA AGRIBUSINESS ACTIVITY (THE AGBIZ PROGRAM)

PERFORMANCE MONITORING PLAN

FEBRUARY 2009

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ACRONYMS

ADS	Automated Directive System (USAID Policies)
AgBiz	Macedonia Agribusiness Activity
ARD	Associates in Rural Development
B2B	Business-2-Business
DOS	US Department of State
EU	European Union
FACTS	new Standard Indicators from State/F
FRY	Former Republic of Yugoslavia
FY	Fiscal Year
FTE	Full Time Equivalent (job)
HACCP	Hazard Analyses and Critical Control Points
HR	Human Resources
M/F	male/female disaggregation
M&E	Monitoring and Evaluation
MIS	Management Information System
P&L	Profit & Loss Statements
PMP	Performance Monitoring Plan
PO	Producer Organization
Project	A discrete intervention package of TA
RF	Results Framework
SME	Small and Medium Enterprise
TA	Technical Assistance
TO	Task Order
COTR	Contract Officer's Technical Representative
USAID	United States Agency for International Development
VCC	Value Chain Coordinator

“Project” means a set of business expansion interventions jointly funded by a single customer and AgBiz that are designed to increase the competitiveness and export sales of the customer; AgBiz contributions are supplied via a grant.

“Activity” means a value chain competitiveness event that is designed for multiple customers in one of more value chains and includes trade fairs, study tours, HR capacity enhancement/training, value chain profiles, assessments, policy reform evaluations and B2B Meetings.

I.0 OVERVIEW

This Performance Monitoring Plan has been developed for the USAID/Macedonia AgBiz Raise Plus Task Order #3 being implemented by ARD, Inc. This document is a modification of the previously approved PMP, and changes here take effect from January 2009 through March 2011. The PMP is a dynamic process and it is expected that it will be reviewed and refined from time to time in collaboration with the USAID COTR, so that it accurately reflects reality on the ground and adapts to the constantly changing operating environment and Program circumstances.

The purpose of a PMP is to provide the framework, indicators and methods for data collection, analysis and reporting that ensure that AgBiz management can: 1) make timely and effective decisions and solve problems, 2) ensure USAID that AgBiz is accountable for progress and results, 3) provide a mechanism for learning and adaptation and 4) provide information that can be used to document success.

USAID'S AGBIZ PROGRAM

The goal of AgBiz is to increase economic growth in Macedonia through expanded, environmentally sustainable production and export sales of value-added agricultural products by enabling producers and processors to compete regionally and globally. This will produce greater incomes for agricultural processors and producers, and ultimately higher revenues for government. By developing effective support systems for producers and by strengthening the linkages among producers, processors and their export markets, the Program will better enable agribusinesses to locate and meet market demand. Better market linkages will reduce transaction costs and increase producers' and processors' capacity to understand and meet the demands of their customers. By supporting growth in the Macedonian economy, AgBiz is:

- Increasing producers' and processors' capacity to understand and meet market demand for value added food products;
- Better enabling agribusinesses to understand, identify and sustainably enter new export food and beverage markets;
- Enhancing market linkages between producers, processors, and traders;
- Improving business management and operations throughout integrated agribusiness value chains; and
- Producing greater incomes for agricultural producers and processors, and creating new employment opportunities.

The potential accession of Macedonia to the EU in 2011 creates the need to help Macedonian agribusinesses become more competitive to successfully compete in regional and local markets in an era of more open borders, and thereby capitalize on enhanced access to EU markets brought about by membership in the EU. AgBiz's work therefore focuses on EU accession related competitiveness enhancement.

Since AgBiz may be USAID's last agriculture-related project in Macedonia, AgBiz is placing emphasis on creating legacy institutions that can carry on agribusiness growth stimulation activities post-AgBiz.

PRIMARY MONITORING INFORMATION - THE CUSTOMER IN A VALUE CHAIN

Value Chains are the matrix within which AgBiz will work. Value chains can be seen from three perspectives:

1. The overall Value Chain Concept – raw materials go through several steps to get to the consumer, each step being a transaction between one link of the chain and the next link;
2. Value Chain for a Sub-Sector (such as the value-chain for fresh vegetables or bottled wine) that may have a set of specialized links based on the collection of raw materials, transport, processing, storage and distribution; and
3. Value Chain for a particular end product (the value-chain that leads up to a successful sale of a specific firm's product, such as a particular brand of ajvar) – often called a supply chain.

Value chains include sources of inputs and services related to production, agribusiness development services and support, as well as financing at all levels.

The AgBiz PMP measures progress in the second type of value chain, because AgBiz is organized around and focuses on five specific value chains that have good export potential and the opportunity for creating a broad-based positive impact. These are: and Fresh Fruit (including Table Grapes); Bottled Wine; Fresh Vegetables; Processed Vegetables and Wild Gathered Food Products.

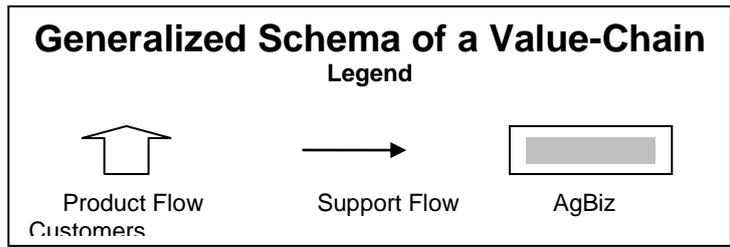
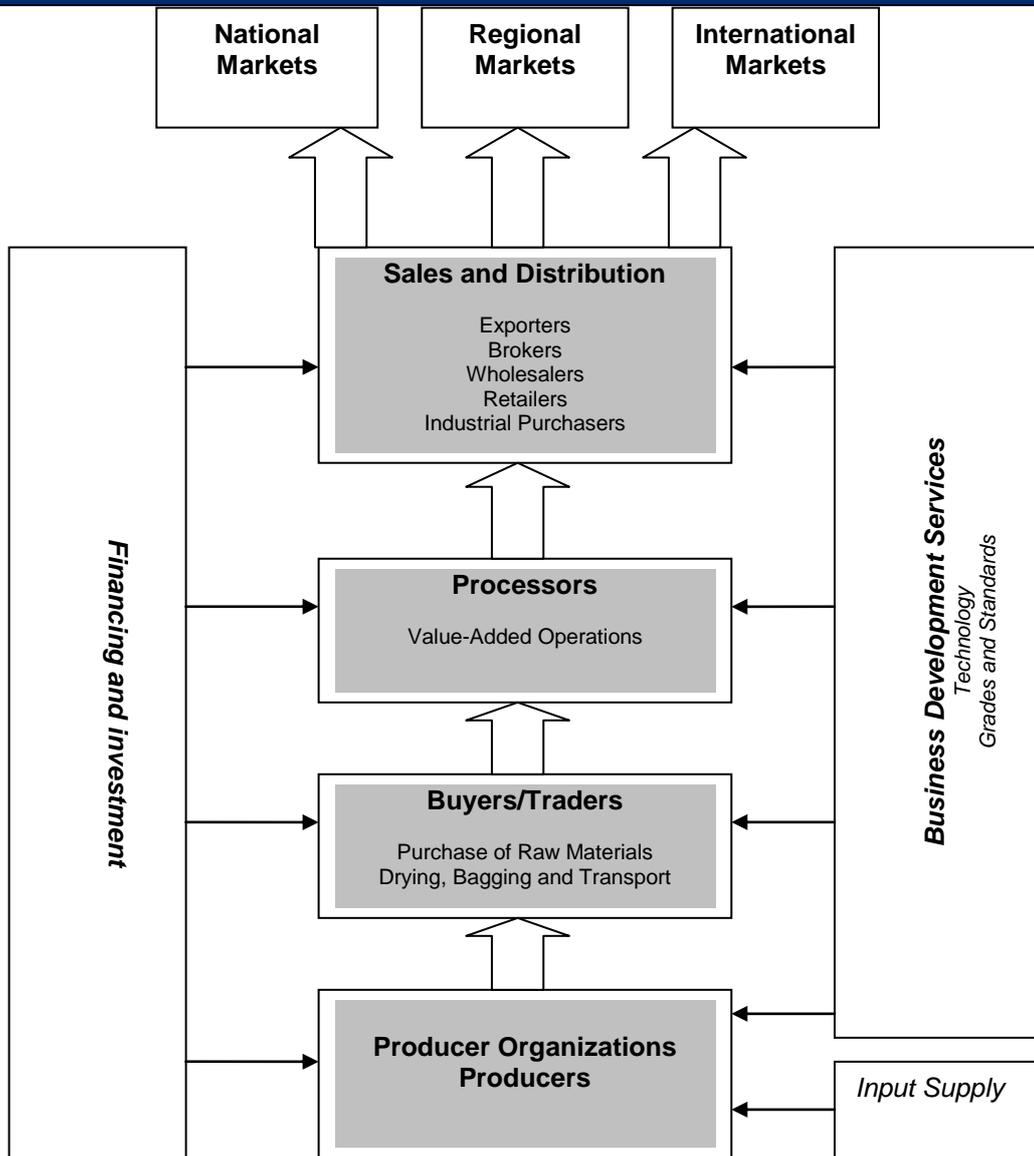
Following is a generalized schema for the links in a value chain. Some value chains may have a slightly different set of links. For example, there may be buyers who purchase from farmers but then off-load to another buyer who moves the product to processing, or, some processors may retail directly to the domestic market through their own retail outlets.

In the five value-chains being supported by AgBiz, a firm participating in any link is one of our potential “customers”, including a formalized set of producers or Producer Organization, a particular buyer/trader, a particular processing company, etc. PMP indicators are limited to measurements from customers that AgBiz actually supports via either SME business expansion Projects or value chain competitiveness enhancement Activities such as training, technical assistance, sourcing funds, trade fairs and study tours.

Therefore, while AgBiz will engage value-chain participants such as input suppliers, business services providers, banks and financiers, Other Donors and the Government of Macedonia – the indicators negotiated with the USAID Mission are limited to tracking interventions that directly affect the Project and Activity customers AgBiz supports – commercial agribusiness entities such as producer organizations, trade associations, processors and marketers who are export focused.

Following is a generalized schema for Value-Chains, showing AgBiz customers, the flow of product and the support systems a value-chain needs to be competitive.

GRAPHIC I: GENERAL SCHEMA FOR VALUE CHAINS



INDICATOR RESULTS CATEGORIES

While the results of AgBiz fall within Program Element 4.5.2: Agriculture Sector Productivity, under Program Area 4.5 Agriculture, of Program Objective “Economic Growth”, specifically improving private sector competitiveness and improving agricultural productivity, the indicators lend themselves to categorization around a set of Program Results Categories that are:

- Increased Raw Material Purchases and Products Marketing;
- Coverage of Customers;
- Building Human Capacity;
- Value of Investment Stimulated and Leveraging Achieved;
- Access to Finance;
- Increased Employment;
- Policy and Institutional Reform; and
- Outreach.

2.0 MODIFICATION OF THE ORIGINAL AGBIZ PMP

INTRODUCTION

At the beginning of AgBiz Program implementation we developed a Performance Monitoring Plan (PMP) that was reviewed and approved by USAID. It was anticipated that the PMP will be reviewed, refined and modified as needed in collaboration with USAID, so that it reflects reality, the constantly changing operating environment and Program circumstances. This section describes such a PMP modification.

AgBiz has signed grant agreements with 19 companies for export focused business expansion projects. We have now collected baseline and Life of Program projection data from each grantee. After a grant agreement is signed AgBiz receives grantees' Quarterly Reports after the end of each quarter. These reports provide indicator data for each project. Reports were received from the nine grantees that signed on July 3, 2008 in October of 2008 and from all 19 grantees in January of 2009.

Based on experience in obtaining baseline data, annual projections and Quarterly Reports, and especially during development of the computer-based M&E Management Information System (MIS), indicator reporting issues were identified. These relate to what was to be reported according to the original PMP versus what is possible to report given the availability of information from grantees. As we identified these issues we discussed them internally, with USAID and reported them in our Quarterly and Annual Reports. During this process we developed what we consider to be the best solution to resolve these issues. This solution was then presented to and approved by USAID.

The issues that were the basis for the proposed and approved modifications to the original PMP are presented below.

ISSUES

Lack of availability of Project level data. Some AgBiz grants are for Projects that support the whole company, for example HACCP implementation or certification or for replacing an old boiler or introducing a centrifuge that improves the total company's drying operations. Other grants are for Projects that only impact a portion of a company, e.g., for a Poland, Serbia or Croatia market entry program. Acquiring results for only one portion of the company is almost impossible due to the lack of historical data on just that part of the firm, and the grantee does not keep current records on just the portion of the company the Project is supporting. Most grantees use outside accountants that prepare financial records almost exclusively for the use of tax authorities and tax filing.

Also, it is common for a customer to receive more than one type of support from AgBiz, for example to participate in Activities such as trade fairs, study tours or training as well as be a grant recipient. Therefore, the impact of the Activities a grantee participates in is reflected in their total company sales and raw materials purchase increases. For these reasons we have decided to report total company, versus

Project, indicator data for all grantees. As noted, we have already collected firm level baseline and annual projection data (calendar year only), and are receiving Quarterly Reports from the grantees. These total company data will be reported for our indicators at the times specified in the PMP.

Difficult to collect USAID prescribed indicators. During the process of collecting data from customers, and developing the M&E MIS system, we found that several of the original USAID prescribed indicators cannot be effectively reported, some new indicators should be added and the definition of one indicator needs to be modified. Some of the original USAID required indicators are very difficult to collect and not very relevant to measuring Program performance. Indicators such as the number of new technologies and/or management practices made available, and number of (additional) hectares under new technologies or improved management practices require very rough estimates.

Most Projects and Activities are being implemented by processors or marketers who work with and source their raw materials from producers or consolidators. They often provide new technologies and management assistance to their producers, but do not keep records regarding the number of practices they transferred or the number of hectares using such practices. Also, the terms “new technologies” and “new management practices” are not and cannot be very precisely defined, which leaves a lot of room for liberal and subjective interpretation, and inconsistent counting. Participants in study tours and trade fairs can do a somewhat better estimate of the number of new technologies and management practices made available to them at these events, but it is still only a rough estimate. Reporting very rough estimates runs the risk of the basis for the estimates varying from reporting period to reporting period. Asking customers, especially grantees, for difficult to obtain data will result in hesitancy on the part of the customer to supply the data, and inconsistent data.

INDICATOR MODIFICATIONS

Based on the above issues and the need for improved indicator reporting on key Program objectives, we have made, as approved by USAID, the following modifications to the AgBiz PMP. The new annual indicators table and a description of and rationale for the modifications being made are included in Table 1. The new numbering system, coordinated with the M&E MIS is also shown in Table 1.

Table 1: EXPLANATION OF AGBIZ INDICATOR MODIFICATIONS	
PMP Indicators	Revised Indicators and Numbering
1.	1. Increased Raw Material Production and Products Marketing
1.1	1.1 Increased value (in Euros) of purchases of raw materials made from small holders
1.2	1.2 Increased value (in percentage over previous year) of purchases of raw materials made from small holders
1.3	1.3 Increased value (in Euros) of sales into national market by assisted customers
1.4	1.4 Percentage increase (percentage increase over previous year) of value of sales into national market
1.5	1.5 Increased value (in Euros) of intra-regional exports by assisted customers
1.6	1.6 Percentage increase (percentage increase over previous year) of intra-regional exports
1.7	1.7 Increased value (in Euros) of international exports by assisted customers
1.8	1.8 Percentage increase (percentage increase over previous year) of international exports
New	1.9 Increased value (in Euros) of total sales by assisted customers
New	1.10 Percentage increase (percentage increase over previous year) of total sales by assisted customers
Modification: Add indicators for total sales increase by assisted customers and percentage total sales increase	
Explanation: It is useful to report total increased sales value and percentage total sales increase as this is an important indicator of the Program's total contribution to Macedonian economic growth.	
New	1.11 Value of new orders from trade fairs, B2B and Fast Track Projects (in Euros)
New	1.12 Number of new customers from Trade Fairs, B2B and Fast Track Projects
Modification: Add two new indicators (1.11 and 1.12) that will track the results from Activities, i.e., trade fairs, study tours and from Fast Track Projects.	

Explanation: Value of orders taken at Trade Fairs, B2B Meetings and Fast Track Projects was previously reported as sales. Starting the Fourth Quarter of FY '08 we included a new indicator – 1.11 Value of New Orders from Trade Fairs, B2B Meetings and Fast Track Projects, and transferred all past sales results to the new indicator. Also closely related to this indicator is the new indicator 1.12 Number of New Customers from Trade Fairs, B2B Meetings and Fast Track Projects that will track the number of new customers resulting from the support provided through these Activities. New customer here is defined as a new prospect for a firm AgBiz supports, not a new AgBiz customer.	
2.	2. Increased Coverage and Assistance to Value Chain Participants
2.1	2.1 Number of Producer Organizations receiving assistance
2.2	2.2 Number of Trade and Business Associations receiving assistance
2.3	2.3 Number of rural households directly benefiting from interventions
2.4	2.4 Number of Agriculture-related Firms receiving assistance
3.0 Drop	Introduction and Adoption of New Technologies and Management Practices
3.1 Drop	Number of new/improved technologies or management practices made available for transfer
3.2 Drop	Number of (additional) hectares under new technologies or improved management practices
Modification: Drop old indicators 3.1 and 3.2 because they cannot be properly counted.	
Explanation: Old indicator 3.1 is very difficult to measure in a useful way. For example, customers attending a trade fair or study tour have a very wide range of new/improved technologies or management practices made available to them. How can a specific number be effectively determined? Customers providing private extension services to their growers make a wide range of new/improved technologies available to their “contract” growers. It is not realistic to try to count the number of new/improved technologies or management practices made available by grantees to their growers, to participants in study tours or trade fairs or to individuals trained with AgBiz support. A similar situation exists with indicator old 3.2 – Number of additional hectares under new technologies or improved management practices. Customer extension personnel do not keep track of how many hectares are covered by the new technologies or improved management practices they transfer to growers, so these indicators cannot be properly counted.	
4. New Number	3. Building Human Capacity
4.1 New Number	3.1 Number of male individuals who have received short-term agriculture or agribusiness productivity enhancement training
4.2 New Number	3.2 Number of female individuals who have received short-term agriculture or agribusiness productivity enhancement training
4.2. Drop	Number of individuals who have received long-term agriculture or agribusiness productivity enhancement training (disaggregated M/F)
Modification: New numbering and drop old indicator number 4.2	
Explanation: AgBiz has no plans to support long term training, so old indicator number 4.2 is of no value or relevance to the Program, therefore this indicator number is replaced with 3.2.	
5.0 New Number and Title	4. Value of Investment Stimulated and Leveraging Achieved
New	4.1 Value of customer investment stimulated (000US\$)
Old 5.2 Clarified	4.2 Value of third party domestic investment stimulated (000US\$)
New	4.3 Value of total domestic investment stimulated (000US\$)
5.3 (new number)	4.4 Value of foreign direct investment stimulated (000US\$)
New	4.5 Leveraging achieved by AgBiz (%)
Modification: Add two new indicators to more effectively track investments stimulated, modify the definition of one existing indicator and add a new indicator to report AgBiz leveraging of USAID resources.	
Explanation: We have split the former Increased Access to Finance and Investment into two sections - one for Value of Investment Stimulated and one for Increased Access to Finance. In the investment section we have added three new indicators – 4.1 Value of Customer Investment Stimulated, 4.3 Value of Total Domestic Investment Stimulated and 4.5 Leveraging Achieved by AgBiz. Old indicator 5.2. Measured only the value of third party domestic investments – the same as our now more accurately stated new indicator 4.2 It is appropriate and useful to report separate values for the various sources of investment, as well as the total value of investment stimulated. One of the major AgBiz objectives is to stimulate <u>customer</u> investment in export focused projects. Measuring only third party investment in Projects, which is likely to be VERY minimal, does not track this important objective. Therefore, we have included the three most important types of investment. Added together these will equal the indicator changed from “Value of Domestic Investment Stimulated” to “Value of <u>Total</u> Domestic Investment Stimulated.” This section is enhanced with another indicator 4.5 Leveraging Achieved by AgBiz. Funds invested by AgBiz should be characterized as seed money intended to stimulate investment by the agribusinesses owners implementing Projects and participating in the Activities we support. We place great emphasis on substantial cost sharing by all participants in AgBiz Projects and Activities. The amount of leveraging we are able to achieve is an indication of the return we are getting on USAID resources. Therefore this is an important indicator that should be tracked and reported.	
5. New Number and Title	5. Increased Access to Finance
5.1	5.1 Value of customer financing identified (potential loans) (000US\$)
New	5.2 Number of new customers provided access to finance assistance
Modification: Separate investment stimulation from access to finance and add an indicator that tracks the number of customers that AgBiz has helped to access financing.	

Explanation: In the Increased Access to Finance section we have added a new indicator – 5.2 Number of customers provided access to finance assistance. While it is not always possible to work with a customer to the point where we have helped them to identify specific available financing, it is an important objective of our Enhanced Access to Finance component to provide information to customers on the types of financing available and how to access it. We have therefore added an indicator to track the number of customers for whom we have provided enhanced access to financing information, usually via direct contact and/or meetings with our Financing Specialist.	
6.	6. Increased Employment
6.1.1	6.1 Number of equivalent male jobs created by supported customer
6.1.2	6.2 Number of equivalent female jobs created by supported customer
6.2	6.3 Percentage increase in number of equivalent jobs created by AgBiz customers
Comment: Calculating FTE employment is difficult due to the prevalence of seasonal labor. Most customers employ few full time laborers, and therefore make extensive use of temporary labor. Seasonal labor is often paid on a cash basis, so company records are not kept regarding the number of days worked. Due to the lack of historical quarterly employment data we will not be able to report percentage increase in FTE jobs until January 2010. Thereafter, we will report only annual increases in FTE employment on a calendar and FY basis.	
New	7. Policy and Institutional Reform
New	7.1. Policy and institutional constraints identified and prioritized
Modification: Add a new indicator that tracks the performance of our policy reform activities.	
Explanation: We have added a new section to the indicators table to including an indicator that monitors the number of policy and instructional constraints identified and prioritized. Policy reform is a significant component of the Program and therefore should be monitored and reported.	
New	8. Outreach
New	8.1 Number of produced success stories
New	8.2 Number of media exposures (TV, Radio and Newspaper)
Modification: Add two new indicators that track the performance of our very important Outreach activities.	
Explanation: We have added a new section to the indicators table - Outreach - and two new Outreach-related indicators. Since Outreach is how we share the results of the Program and related news with the public, and inform them that the support we provide is “from the American people”, we want to monitor and report Outreach results being achieved by the Program. Therefore, we have added two indicators, one that will track the number of Success Stories produced and distributed, and one for the number of Media Exposures we are able to achieve.	

REPORTING SCHEDULES

Customers do not have historical quarterly data available, so there are no base line data to use for calculating sales or raw material purchase increases on a quarterly basis until the fourth quarter of 2009. For the same reason we will not be able to report percentage increases until comparable data becomes available in January 2010 for the fourth calendar quarter of 2009.

Since our customers do not have useful quarterly data we will calculate calendar 2008 increased indicators for indicators 1.1 – 1.8, 2.2, and 6 disaggregated by gender, when grantees 2008 P&Ls become available in March or April 2009. This will be based on baseline reports submitted by the grantees that include data for calendar year 2007. We will provide these annual value and percentage increase data in a separate table in the Second FY Quarter Report in April 2009.

While USAID reports on a Fiscal Year our customers only track detailed data on a calendar year basis. For the FY '09 annual report we will “simulate” FY '08 baseline data by adding 25% of each grantee’s calendar 2007 data to 75% of their calendar 2008 data. We will report actual increased values and percentages in the 1st quarter FY 2010 Quarterly Report for calendar 2009, for FY '10 and in the Final Report.

USAID/Macedonia wants AgBiz to report on only nine “common indicators”, on a FY basis, for inclusion in their reporting to Washington DC, and to briefly elaborate on the achievement of those nine indicators versus projections. These nine indicators are new numbers 1.2, 1.6, 1.8, 2.1 + 2.2, 2.3, 2.4 and 3 disaggregated by gender (3.1 and 3.2). All of these indicators are included in the modified indicators list. Reporting on these USAID required indicator will be included in our Annual Reports as described above. The remaining indicators are primarily for the purpose of AgBiz and our COTR monitoring the progress

and performance of the Program, and are not needed or used by more than AgBiz, our COTR and the ARD Home Office.

Quarterly indicator reporting does not include indicators 1.1 – 1.10, 2.2, 4.4 and 6.1 – 6.2 (using the new numbering system). Therefore the difficulties associated with most of the section 1. Increased Raw Material Production and Products Marketing indicators and percentage change reporting are limited to annual reporting.

Below we present the two Indicator Tables which will be used for reporting to USAID. Table 2 will be used for annual reports and includes all indicators whereas Table 3 will be used for quarterly reporting and therefore does not include the indicators that are reported only on an annual basis.

Indicators Table 2 will be used starting April 2009 for calendar 2008, then in October 2009 and 2010 for those fiscal years, and in the March 2011 Final Report. AgBiz will by then have comparable data, and will be able to accurately and reliably report on value increases for the indicators in section 1. of the table, as well as percentage increases.

TABLE 2: AGBIZ ANNUAL INDICATORS REPORTING

	Program Results Category and Indicator
	1. Increased Raw Material Production and Products Marketing
Smallholders	1.1 Increased value (in Euros) of purchases of agricultural raw materials from small holders
	1.2 Increased value (in percentage over previous period) of purchases of raw materials from small holders
Domestic Marketing	1.3 Increased value (in Euros) of sales into the domestic market
	1.4 Percentage increase (over the previous period) of value of sales into domestic market
Intra-Regional Marketing	1.5 Increased value (in Euros) of intra-regional exports
	1.6 Percentage increase (over the previous period) of intra-regional exports
International Marketing	1.7 Increased value (in Euros) of international exports
	1.8 Percentage increase (over the previous period) of international exports
Total Marketing	1.9 Increased value (in Euros) of total sales by assisted customers
	1.10 Percentage increase (over previous year) of total sales
Intra-Regional & International Orders	1.11 Value of new orders (in Euros) from Trade Fairs, B2B Meetings and Fast Track Projects
	1.12 Number of new customers from Trade Fairs, B2B Meetings and Fast Track Projects
	2. Increased Coverage and Assistance to Value Chain Participants
Producer Level	2.1 Number of Producer Organizations receiving assistance ¹
	2.2 Number of rural households directly benefiting from interventions ²
Post Farm-Gate Levels	2.3 Number of Agriculture-related Firms receiving assistance
	2.4 Number of Trade and Business Associations receiving assistance
	3. Building Human Capacity
HR Capacity Building	3.1 Number of male individuals who have received short-term agriculture or agribusiness productivity enhancement training
	3.2 Number of female individuals who have received short-term agriculture or agribusiness productivity enhancement training
	4. Value of Investment Stimulated and Leveraging Achieved
Types of Investment & Resources Leveraging	4.1 Value of customer investment stimulated (000US\$)
	4.2 Value of third party domestic investment stimulated (000US\$)
	4.3 Value of total domestic investment stimulated (000US\$)
	4.4 Value of foreign direct investment stimulated (000US\$)
	4.5 Leveraging achieved by AgBiz (%)
	5. Increased Access to Finance
Value and Number of Customers	5.1. Value of customer financing (potential loans) identified (000US\$)
	5.2. Number of new customers provided access to finance assistance
	6. Increased Employment
New Employment by Gender	6.1. Number of equivalent male jobs created by supported customer
	6.2. Number of equivalent female jobs created by supported customer
	6.3. Percentage increase in number of equivalent jobs created by AgBiz customers
	7. Policy and Institutional Reform
Policies	7.1. Number of policy and institutional constraints identified and prioritized
	8. Outreach
Increased Awareness	8.1. Number of Success Stories produced and published
	8.2. Number of media exposures (TV, Radio and Newspaper)

¹ the vast majority of producers in Macedonia have not been formed into Producer Organizations

² each producer and/or new trader, processor, or marketer customer employee living outside Skopje represents a rural household

A shorter quarterly indicators table, Table 3, will be included in the January, April and July Quarterly Reports and will include only those indicators that are reported on a quarterly basis. Table 3 is an example of a quarterly indicator table.

TABLE 3: AGBIZ QUARTERLY INDICATORS REPORTING

TABLE 3: AGBIZ QUARTERLY INDICATORS REPORTING	
	Program Results Category and Indicator
	1. Increased Raw Material Production and Products Marketing
Intra-Regional & International Market	1.11 Value of new orders (in Euros) from Trade Fairs, B2B Meetings and Fast Track Projects
	1.12 Number of new customers from Trade Fairs, B2B Meetings and Fast Track Projects
	2. Increased Coverage and Assistance to Value Chain Participants
Producer Level	2.1 Number of Producer Organizations receiving assistance
Post Farm-Gate Levels	2.3 Number of Agriculture-related Firms receiving assistance
	2.4 Number of Trade and Business Associations receiving assistance
	3. Building Human Capacity
HR Capacity Building	3.1 Number of male individuals who have received short-term agriculture or agribusiness productivity enhancement training
	3.2 Number of female individuals who have received short-term agriculture or agribusiness productivity enhancement training
	4. Value of Investment Stimulated and Leveraging Achieved
Types of Investment & Resources Leveraging	4.1 Value of customer investment stimulated (000US\$)
	4.2 Value of third party domestic investment stimulated (000US\$)
	4.3 Value of total domestic investment stimulated (000US\$)
	4.5 Leveraging achieved by AgBiz (%)
	5. Increased Access to Finance
Value and # of Customers	5.1. Value of customer financing (potential loans) identified (000US\$)
	5.2. Number of new customers provided access to finance assistance
	7. Policy and Institutional Reform
Policy Needs	7.1. Number of policy and institutional constraints identified and prioritized
	8. Outreach
Increased Awareness	8.1. Number of Success Stories produced and published
	8.2. Number of media exposures (TV, Radio and Newspaper)

CONCLUSION

The above combination of adjustments and reporting will result in the significantly increased likelihood of getting timely, accurate and consistent indicator information from our customers, and a much more useful M&E approach.

3.0 DETAILED INFORMATION ON AGBIZ PMP INDICATORS

Table 4 presents abbreviated Indicator Reference Sheets that define indicators and detail data collection procedures. The format has been adapted from the FACTS indicator reference sheets for the Program Results Categories.

TABLE 4: INDICATOR DEFINITIONS AND COLLECTION PROCEDURES	
Program Results Category 1: Increased Raw Material Purchases and Products Marketing	
Indicators that relate to the volume and value of agriculture-based raw materials purchases and product sales	
Indicator	1.1 Increased value (in Euros) of purchases of agricultural raw materials from smallholders
Definition	The value of Project customer's agricultural raw material purchases from small producers compared to the previous year. ("Project" - a set of business expansion interventions jointly funded by a customer and AgBiz that is designed to increase the competitiveness and export sales of the customer; AgBiz contributions are supplied via a grant.)
Rationale	Demonstrates that AgBiz assistance is increasing the value of small producer sales into the supported value-chains and, as per the FACTS rational for this indicator, demonstrates improved competitiveness.
Units of Measure and Disaggregation	Customer purchases (in Euros) from smallholders above that of the previous year, disaggregated by value chain
Source of Information	Estimates provided by company managers in Project Quarterly Progress Reports
Method of Collection	Customers Quarterly Progress Reports spot verified by the responsible VCC
Frequency of Reporting	Annual
Indicator	1.2 Increased value (in percentage over previous period) of purchases of agricultural raw materials from smallholders
Definition	The increase in agricultural raw material purchases by Project customers, expressed as a percentage increase over the previous year. Increase = 100 X (sales this year minus sales last year)/sales last year.
Rationale	Demonstrates that AgBiz assistance is increasing the value of small producer sales into the supported value-chains
Units of Measure	Percentage (increase or decrease) in the value of purchases from the previous year
Source of Information	Indicator 1.1 data from Project customers' Quarterly Progress Reports
Method of Collection	Calculated by AgBiz based on indicator 1.1 data collected in Quarterly Progress Reports
Frequency of Reporting	Annual
Indicator	1.3 Increased value (in Euros) of sales into the domestic markets
Definition	The increase in value (in Euros) of Project customers' sales to markets in Macedonia. Calculated as: increase = value this year minus value last year
Rationale	The increase in sales to domestic markets indicates that Project customers' products are becoming at least as attractive as imported ones, and that Macedonian agribusinesses can effectively compete on domestic markets.
Units of Measure and Disaggregation	Euros of sales, disaggregated by value-chain
Source of Information	Estimates provided by company managers in Project Quarterly Progress Reports
Method of Collection	Customers Quarterly Progress Reports spot verified by the responsible VCC
Frequency of Reporting	Annual

Indicator	1.4 Percentage increase (over the previous period) of value of sales into domestic market
Definition	The increase in sales over the previous year, expressed as a percentage. Increase = $100 \times (\text{sales this year minus sales last year}) / \text{sales last year}$
Rationale	The percentage increase in sales to domestic markets indicates the extent to which Project customers' products are becoming at least as attractive as imported ones, and that Macedonian agribusinesses are effectively competing on domestic markets.
Units of Measure and Disaggregation	Percentage increase (or decrease) in the value of sales from the previous year, disaggregated by value-chain
Source of Information	Indicator 1.3 data from Project customers' Quarterly Progress Reports
Method of Collection	Calculated by AgBiz based on indicator 1.3 data collected in Quarterly Progress Reports
Frequency of Reporting	Annual
Indicator	1.5 Increased value (in Euros) of intra-regional exports
Definition	The increase in value (in Euros) of Project customers' sales to Croatia, Serbia, Montenegro, Kosovo, BiH, Romania and Albania markets. Calculated as: increase = value this year minus value last year.
Rationale	Regional markets are the "base" for current Macedonia exports, so these markets must be at least retained. The increase in sales to regional markets indicates that Project customers' products are becoming more competitive in regional markets, and that Macedonian agribusinesses can effectively compete in these markets.
Units of Measure and Disaggregation	Euros of sales, disaggregated by value-chain
Source of Information	Estimates provided by company managers in Project Quarterly Progress Reports
Method of Collection	Customers Quarterly Progress Reports spot verified by the responsible VCC
Frequency of Reporting	Annual
Indicator	1.6 Percentage increase (over the previous period) of intra-regional exports
Definition	The increase in sales to regional markets over the previous year, expressed as a percentage increase. Increase = $100 \times (\text{sales this year minus sales last year}) / \text{sales last year}$
Rationale	The percentage sales growth in these markets indicates the extent to which AgBiz support to customers is enabling them to compete on cost, presentation and quality. The indicator signifies improving market penetration into regional markets.
Units of Measure and Disaggregation	Percentage increase (or decrease) of value of regional export sales from the previous year, disaggregated by value-chain
Source of Information	Indicator 1.5 data from Project customers' Quarterly Progress Reports
Method of Collection	Calculated by AgBiz based on indicator 1.5 data collected in Quarterly Progress Reports
Frequency of Reporting	Annual
Indicator	1.7 Increased value (in Euros) of international exports
Definition	The increase in the value (in Euros) of sales by assisted customers to export markets beyond Macedonia and the Balkan and FRY region, such as to EU countries, the Middle East and South Asia or North America.
Rationale	International markets are the main source of export growth for Macedonian agribusinesses. Increased sales to international markets indicate that Macedonian agribusinesses are able to successfully compete in terms price, presentation and quality with international competitors.
Units of Measure and Disaggregation	Euros of sales, disaggregated by value-chain
Source of Information	Estimates provided by company managers in Project Quarterly Progress Reports
Method of Collection	Customers Quarterly Progress Reports spot verified by the responsible VCC
Frequency of Reporting	Annual
Indicator	1.8 Percentage increase (over the previous period) of international exports
Definition	The increase in sales to the international market over the previous year, expressed as a percentage increase. Increase = $100 \times (\text{sales this year minus sales last year}) / \text{sales last year}$
Rationale	The percentage sales growth in international markets indicates the extent to which AgBiz support to customers is enabling them to compete internationally on cost, presentation and quality. The indicator signifies improving market penetration into international markets.
Units of Measure and Disaggregation	Percentage increase (or decrease) of value of sales to international markets from the previous year, disaggregated by value-chain
Source of Information	Indicator 1.7 data from Project customers' Quarterly Progress Reports
Method of Collection	Calculated by AgBiz based on indicator 1.7 data collected in Quarterly Progress Reports
Frequency of Reporting	Annual
Indicator	1.9 Increased value (in Euros) of total sales by assisted customers
Definition	The increase in the value (in Euros) of total sales by assisted customers to domestic, regional and international markets
Rationale	Total sales to markets indicate the Program total contribution to Macedonian economic growth, especially by providing models for what can be accomplished

Units of Measure and Disaggregation	Euros of total Project customer sales, disaggregated by value-chain
Source of Information	Calculated by AgBiz based on Indicator 1.3 plus 1.5 plus 1.7 data from Project customers' Quarterly Progress Reports
Method of Collection	Calculated by AgBiz based on indicator data collected in Quarterly Progress Reports and cross checked with companies reported total sales
Frequency of Reporting	Annual
Indicator	1.10 Percentage increase (over the previous period) of total sales
Definition	The increase in total sales over the previous year, expressed as a percentage increase. Increase = 100 X (sales this year minus sales last year)/sales last year
Rationale	The percentage sales growth to all markets indicates the extent to which AgBiz support to customers is enabling them to compete on cost, presentation and quality across all markets. It signifies comparative level of improving market penetration and the extent of the Program's contribution to Macedonian economic growth
Units of Measure and Disaggregation	Percentage increase (or decrease) of value of total sales from the previous year, disaggregated by value-chain
Source of Information	Indicator 1.9 data calculated from Project customers' Quarterly Progress Reports
Method of Collection	Calculated by AgBiz based on indicator 1.9 data collected in Quarterly Progress Reports
Frequency of Reporting	Annual
Indicator	1.11 Value of new orders (in Euros) from trade fairs, B2B Meetings and Fast Track Projects
Definition	The value (in Euros) of orders received as result of participation of assisted customers in trade fairs, B2B meetings and fast track projects
Rationale	The values of orders indicate the level of successful of the Fast Track project or Activity that has been supported by AgBiz
Units of Measure and Disaggregation	Euros of orders, disaggregated by value chain
Source of Information	Reports from Activity customers on the value of orders received as a result of participation in an Activity collected immediately after an Activity, and three months and six months after an Activity. Orders received reports prepared by Fast Track Project Coordinators from information collected from Fast Track customers
Method of Collection	Post Activity reports on the value of orders received are provided by the customer to the responsible Activity Coordinator or engaged Consultant, immediately following an Activity and the Activity Manager contacts customers for value of orders received information directly related to the Activity three and six month after the Activity; Fast Track Project Coordinators collect orders received information from Managers of customers with Fast Track projects
Frequency of Reporting	Quarterly, summarized annually.
Indicator	1.12 Number of new customers from trade fairs, B2B and Fast Track Projects
Definition	Number of new customers that have placed orders with AgBiz customers as a result of participation in AgBiz supported trade fairs, B2B meetings and fast track projects
Rationale	Number of new customers achieved indicates the efficacy of the supported AgBiz Activity or Fast Track Project
Units of Measure and Disaggregation	The total number of new customers, disaggregated by value chain
Source of Information	Reports from Activity customers on new customers achieved as a result of participation in an Activity collected immediately after an Activity, and three months and six months after an Activity. New customers achieved reports prepared by Fast Track Project Coordinators from information collected from Fast Track customers
Method of Collection	Post Activity reports on new customers achieved are provided by the customer to the responsible Activity Coordinator or engaged Consultant immediately following an Activity, and the Activity Manager contacts Activity participants for new customers achieved information directly related to the Activity three and six month after the Activity; Fast Track Project Coordinators collect new customers achieved information from Managers with Fast Track projects
Frequency of Reporting	Quarterly, summarized annually

Program Results Category 2: Increased Coverage and Assistance to Value Chain Participants

Indicators refer to the number of households, producers and value-chain agribusiness firms assisted by AgBiz

Indicator	2.1 Number of Producer Organizations receiving assistance
Definition	Producer organizations refer to organizations of farmers brought together to coordinate production, purchase of inputs and/or cooperatively market their products. However, there are few POs in Macedonia. To be assisted by AgBiz a PO must be a legally registered entity
Rationale	From FACTS: "tracks private sector and civil society capacity building to increase agricultural productivity"
Units of Measure and Disaggregation	Number of registered POs assisted by AgBiz, disaggregated by value chain

Program Results Category 2: Increased Coverage and Assistance to Value Chain Participants

Indicators refer to the number of households, producers and value-chain agribusiness firms assisted by AgBiz

Source of Information	Project Records, especially Activity reports
Method of Collection	Each Activity Coordinator will identify any POs involved in an Activity and will record their participation using the established Activity Report format
Frequency of Reporting	Quarterly, summarized annually
Indicator	2.3 Number of rural households benefiting directly from interventions
Definition	A benefiting rural household will be counted as 1) each producer directly or indirectly (e.g., as a member of an assisted PO) assisted by AgBiz and 2) each additional person gaining employment (full-time or seasonal) from a Project
Rationale	From FACTS: "tracks access to services"
Units of Measure and Disaggregation	Number of households, disaggregated by value chain
Source of Information	1) Activity Reports and 2) Quarterly Progress Reports from assisted firms
Method of Collection	From the above reports; each person receiving a benefit is deemed to represent one household
Frequency of Reporting	Quarterly, summarized annually
Indicator	2.4 Number of Agriculture-related Firms benefiting directly from interventions
Definition	This indicator counts all of the firms assisted by AgBiz. This includes firms who receive direct benefits through Project support, identification of potential financing, etc. It also counts firms who receive benefits by participating in an AgBiz sponsored Activity, including training, study tours, trade fairs and B2B meetings. It includes producer organizations, dealers, traders, processors, distributors, business services providers, input suppliers, etc.
Rationale	Demonstrates the level of participant coverage throughout the assisted value-chains
Units of Measure and Disaggregation	Number of businesses
Source of Information	Project and activity records
Method of Collection	Included in all Project and Activity reporting; duplication is eliminated by the M&E MIS
Frequency of Reporting	Quarterly, summarized annually
Indicator	2.2 Number of Trade and Business Associations receiving assistance
Definition	Trade and business associations are organizations made up of members from throughout the value-chain or value-chains primarily for representation, advocacy, improved communications and coordination, and setting of industry standards.
Rationale	The sustainability of AgBiz work will be at least partially based on establishing legacy institutions that can replace AgBiz as an engine for continued growth. Trade and business associations are this type of entity.
Units of Measure and Disaggregation	Number of trade and/or business associations assisted, disaggregated by value chain.
Source of Information	Project Records, especially Activity reports.
Method of Collection	Each Activity Coordinator will identify any trade and/or business association involved in an Activity and will record their participation using the established Activity Report format.
Frequency of Reporting	Quarterly, summarized annually.

Program Results Category 3: Building Human Capacity

Indicators refer to the number of customers who are provided training, in agricultural or agribusiness productivity enhancement or related areas that improve competitiveness

Indicator	3.1 Number of male individuals who have received short term agriculture or agribusiness productivity enhancement training
Definition	Under ADS 253, short-term training is any course or study tour less or up to 31 calendar days. Training is a structured activity delivered to participants. It includes formal training on technologies or management, as well as training in preparation for trade shows and other marketing strategies.
Rationale	As per FACTS: "measures enhanced human capacity"
Units of Measure and Disaggregation	Number of male persons
Source of Information	List of Participants (A1, B1, and C1 form), Participant Evaluation Form (A2, B2 and C2 form) and Post Evaluation Report (A3, B3 and C3 form) prepared by the responsible coordinator/consultant
Method of Collection	For each activity a list of participants is compiled and before the end of the activity evaluation forms are filled out by the participants which are collected by the responsible coordinator, who prepares a post activity evaluation report in which all relevant data is captured
Frequency of Reporting	Quarterly, summarized annually
Indicator	3.2 Number of female individuals who have received short term agriculture or agribusiness productivity enhancement training

Program Results Category 3: Building Human Capacity

Indicators refer to the number of customers who are provided training, in agricultural or agribusiness productivity enhancement or related areas that improve competitiveness

Definition	Under ADS 253, short-term training is any course or study tour less or up to 31 calendar days. Training is a structured activity delivered to participants. It includes formal training on technologies or management, as well as training in preparation for trade shows and other marketing strategies.
Rationale	As per FACTS: "measures enhanced human capacity"
Units of Measure and Disaggregation	Number of female persons
Source of Information	List of Participants (A1, B1, and C1 form), Participant Evaluation Form (A2, B2 and C2 form) and Post Evaluation Report (A3, B3 and C3 form) prepared by the responsible coordinator/consultant
Method of Collection	For each activity a list of participants is compiled and before the end of the activity evaluation forms are filled out by the participants which are collected by the responsible coordinator, who prepares a post activity evaluation report in which all relevant data is captured
Frequency of Reporting	Quarterly, summarized annually

Program Results Area 4: Investment Stimulated and Leveraging Achieved

Indicators track AgBiz performance in stimulating capital investment into customers' firms

Indicator	4.1 Value of customer investment stimulated
Definition	The value of investment made by Project customers during the grant period. Investment may be for upgrading equipment, marketing or any other investment related to increasing competitiveness, production and sales.
Rationale	Demonstrates that AgBiz has contributed to the increased competitiveness and confidence of customers.
Units of Measure and Disaggregation	US\$ invested by Project customers
Source of Information	Values provided by company managers in Project Quarterly Progress Reports
Method of Collection	Customers Quarterly Progress Reports spot verified by the responsible VCC
Frequency of Reporting	Quarterly, summarized annually
Indicator	4.2 Value of third party domestic investment stimulated
Definition	The value investments made by Macedonian third party investors introduced to customers by AgBiz. Domestic third party investment may be in the form of stock purchases, advances to upgrade equipment, and any financial input into a firm that is not just a regular commercial loan that signifies confidence.
Rationale	Demonstrates competitiveness of firms as well as increased confidence by third party investors to take "risks" in customers' businesses. It is very unlikely that significant third party domestic investment will be achieved.
Units of Measure and Disaggregation	US\$
Source of Information	Customers
Method of Collection	Quarterly reports from the AgBiz Finance Specialist based on interviews with customers
Frequency of Reporting	Quarterly, summarized annually
Indicator	4.3 Value of total domestic investment stimulated
Definition	Domestic refers to Macedonian investors. The total value investment made by AgBiz customers and third party investors introduced to customers by AgBiz.
Rationale	Demonstrates the competitiveness of firms as well as increased confidence by investors to take "risks" in customers firms.
Units of Measure	US\$
Source of Information and Disaggregation	Information from indicators 4.1 and 4.2.
Method of Collection	Calculated by adding indicators 4.1 and 4.2.
Frequency of Reporting	Quarterly, summarized annually
Indicator	4.4 Value of foreign direct investment stimulated
Definition	Foreign refers to investors based outside of Macedonia. The value of investment made in customers' firms as a result of some action by AgBiz, such as facilitating meetings and introductions, conducting B2B meetings, etc. Foreign direct investment may come in the form of shareholder-stock purchase, advance contract funding to upgrade equipment, any financial input into a customer that is a commercial loan that signifies confidence.
Rationale	Demonstrates the competitiveness of firms as well as increased confidence by foreign investors to take "risks" in customers' firms
Units of Measure and Disaggregation	US\$
Source of Information	Customers
Method of Collection	Quarterly reports from the AgBiz Finance Specialist based on interviews with customers.
Frequency of Reporting	Annual

Program Results Area 4: Investment Stimulated and Leveraging Achieved

Indicators track AgBiz performance in stimulating capital investment into customers' firms

Indicator	4.5 Leveraging achieved by AgBiz
Definition	The AgBiz share of the total direct cost of Activities and Projects.
Rationale	Demonstrates how effectively AgBiz is using USAID resources and how valuable the Activities and Projects are to customers. The greater percentage of customer contribution to a Project or Activity the lower the USAID investment needed to achieve the same level of indicators/impact.
Units of Measure and Disaggregation	Percentage AgBiz direct cost versus the total cost of the Activity or Project
Source of Information	Project Requests for Reimbursement and Activity Reports
Method of Collection	Project Requests for Reimbursement as submitted by grantees include both AgBiz and customer expenditures on Projects. Each Activity Report completed by an Activity Coordinator includes the total cost of the Activity as well as the AgBiz direct cost.
Frequency of Reporting	Quarterly, summarized annually

Program Results Area 5: Increased Access to Finance

Indicators track AgBiz performance in stimulating the injection of capital into customer firms.

Indicator	5.1 Value of customer financing (potential loans) identified
Definition	The total amount (in US\$) of potential loans and other sources of financing identified by AgBiz for customers from banks, micro-finance institutions, leasing agencies and other sources of credit in which AgBiz played a role (introductions, assistance in business plans and loan applications, guarantee by DCA, etc).
Rationale	Demonstrates that AgBiz has assisted customers to seek and identify sources of credit to expand their operations
Units of Measure and Disaggregation	US\$
Source of Information	Quarterly reports from the AgBiz Finance Specialist based on interviews with customers. Qualitative analysis of the acceptability and results of customers' financing applications through interviews with financial institutions (to improve the acceptability of customers' applications).
Method of Collection	Quarterly reports from the AgBiz Finance Specialist and interviews with customers and the financial institutions they applied to.
Frequency of Reporting	Quarterly, summarized annually
Indicator	5.2 Number of new customers provided access to finance assistance
Definition	The total number of customers that have been assisted by AgBiz to understand their financing options, identify potential loan sources and types and apply for financing (includes introductions, assistance in business plans and loan applications, guarantees by DCA, etc) from banks, micro-finance institutions, leasing agencies, supplier credits and other sources of financing.
Rationale	Demonstrates that AgBiz has assisted customers to understand, identify and apply for the financing they need to expand their operations.
Units of Measure and Disaggregation	Number of assisted customers
Source of Information	Quarterly reports from the AgBiz Finance Specialist based on interviews with customers.
Method of Collection	Interviews with customers and the financial institutions they applied to.
Frequency of Reporting	Quarterly, summarized annually

Program Results Category 6: Increased Employment

Indicators refer to the number of jobs created in AgBiz customer firms, adjusted to full-time equivalents.

Indicator	6.1 Number of equivalent male jobs created by supported customer
Definition	Equivalent refers to full-time jobs (a person or number of people that have worked an equivalent of 220 days per year for the customer). Customers will record on an on-going basis the total number of days of employment generated (since much of the employment is seasonal) and will report the number of new full time employees and number of days seasonal workers have been engaged (total person days in each quarter for seasonal workers will be divided by 220 to equate to one full time employee).
Rationale	Demonstrates employment growth of value-chain participants and hence the agricultural sector. Unemployment is a major issue in Macedonia.
Units of Measure and Disaggregation	Number of Full Time Equivalent (FTE) jobs for males created by an AgBiz Project customer, disaggregated by value-chain
Source of Information	Customer firms
Method of Collection	Quarterly Progress Reports from customers
Frequency of Reporting	Annual, due to major seasonal variations

Indicator	6.2 Number of equivalent female jobs created by supported customer
Definition	Equivalent refers to full-time jobs (a person or number of people that have worked an equivalent of 220 days per year for the customer). Customers will record on an on-going basis the total number of days of employment generated (since much of the employment is seasonal) and will report the number of new full time employees and number of days seasonal workers have been engaged (total person days in each quarter for seasonal workers will be divided by 220 to equate to one full time employee).
Rationale	Demonstrates employment growth of value-chain participants and hence the agricultural sector. Unemployment is a major issue in Macedonia.
Units of Measure and Disaggregation	Number of Full Time Equivalent (FTE) jobs for females created by an AgBiz Project customer, disaggregated by value-chain
Source of Information	Customer firms
Method of Collection	Quarterly Progress Reports from customers
Frequency of Reporting	Annual, due to major seasonal variations
Indicator	6.3 Percentage increase in number of equivalent jobs created by AgBiz customers
Definition	Percentage increase refers to the total number of new FTE jobs created versus the total staff levels of assisted firms at the beginning of a Project. Calculated as $100 \times (\#FTE - \#FTE \text{ (beginning of project)})/\#FTE \text{ at beginning of a Project}$.
Rationale	Demonstrates employment growth, an important issue, in AgBiz supported firms.
Units of Measure and Disaggregation	Percentage increase in FTE employment, disaggregated by gender and value chain
Source of Information	Customers
Method of Collection	When collecting baseline information customers will be asked the number of employees they have and number of seasonal workers x days engaged at the beginning of the project. In their Quarterly Progress Reports customers will report the number of full time employees and the number of seasonal workers x days engaged. We will convert seasonal employment to FTE and add that number to full time employees to get total FTE employment.
Frequency of Reporting	Annual, due to major seasonal variations

Program Results Category 7: Policy and Institutional Reform

Indicators refer to the number of policy and institutional reforms identified and prioritized

Indicator	7.1 Number of policy and institutional constraints identified and prioritized
Definition	Refers to AgBiz work with customers, including through relevant associations and POs, to identify and prioritize policies and/or institutions that constrain the competitiveness of participants in the selected value chains.
Rationale	Demonstrates that AgBiz has assisted customers to identify priority policy and institutional constraints. Work will take place to resolve high priority constraints in cooperation with other projects and entities.
Units of Measure	Number of policy and institutional reforms identified and prioritized
Source of Information	VCCs who are in ongoing contact with customers regarding policy and institutions constraints to their competitiveness. Quarterly staff meetings prioritize the constraints based on impact on export competitiveness. The DCoP, who is responsible for policy reform, prepares a quarterly report on prioritized constraints and determines the appropriate actions to be taken to resolve the highest priority constraints.
Method of Collection	Reports from the Value Chain Coordinators and other relevant AgBiz staff.
Frequency of Reporting	Quarterly, summarized annually

Program Results Category 8: Outreach

Indicators refer to the number of Success Stories published and number of media exposures

Indicator	8.1 Number of Success Stories produced and published
Definition	A "Success Story" highlights the impact of Projects and/or Activities funded by the Program, is positioned toward Macedonian citizens and has a positive impact on awareness and the reputation of USAID and the USG in Macedonia. Success Stories tell how the Program positively impacting Macedonian's lives through providing a range of support to agribusinesses in selected value chains, which in turn benefits Macedonian citizens.
Rationale	Demonstrates that the Program is achieving successes and is making Macedonian citizens aware of USAID's support to Macedonia.
Units of Measure	Number of Success Stories developed and published by the Cross Cutting Services Specialist based on successful AgBiz Projects and Activities.
Source of Information	Program records
Method of Collection	Cross Cutting Services Specialist working with VCCs
Frequency of Reporting	Quarterly, summarized annually
Indicator	8.2 Number of media exposures
Definition	Positive media exposures of AgBiz and USAID in local, national and international TV stations, printed and electronic newspapers and radio broadcasts

Program Results Category 8: Outreach

Indicators refer to the number of Success Stories published and number of media exposures

Rationale	Demonstrates the transparency of the Program and helps to make Macedonian citizens aware of USAID's operations and contributions in Macedonia, particularly in agribusiness.
Units of Measure	Number of media exposures on TV, radio and newspaper in and out of Macedonia
Source of Information	Media tracking
Method of Collection	Tracked by the Cross Cutting Services Specialist
Frequency of Reporting	Quarterly, summarized annually

4.0 PMP IMPLEMENTATION

COLLECTING BASELINE INFORMATION

Six of indicators involve percentage increases, and thus require baseline data from customers. This includes 1.2 Increased purchases from smallholders, value of goods sold into Domestic (1.4), Regional (1.6) and International (1.8) markets, Total sales (1.10) and Increase in FTE jobs (6.3) by Project customers/grant recipients.

Because AgBiz will provide support in the form of grants to a limited number of customers based on the development and implementation of specific Projects, a baseline in the traditional sector or sub-sector sense will not be done. Rather, after Project grants were signed with customers, staff collected calendar year baseline data on their business, including data related to the six indicators for which percent increase reporting information is required. Therefore, baseline data for all Projects has already been collected, i.e., annual calendar year baseline data has been collected on indicators 1.1, 1.3, 1.5, 1.7, 1.9 and section 6. For the rest of the indicators the baseline will be zero. AgBiz will keep records of the baseline and Quarterly Report data for each Project customer assisted, and then will compile these data via the M&E MIS for Program as well as Activity indicators.

COLLECTING ONGOING INDICATOR DATA

Ongoing results data will be collected via utilization of a Quarterly Report from each Project customer for the AgBiz Program LoP. Each Project has been assigned to a Value Chain Coordinator (VCC) who is responsible for helping their customers achieve the required indicator reporting completeness, timeliness and accuracy. Two Quarterly Reports have been received from the first batch of grantees and one Quarterly Report from the second batch of grantees. These data have been entered into the M&E MIS system.

PMP RESPONSIBILITIES AND ORGANIZATIONAL CONSIDERATIONS

Resource limitations require that the collection of data and maintenance of the PMP be shared among staff. The majority of data for the PMP, especially in Section 1., is derived from Project customers in the AgBiz supported value-chains. These data will come from their business records and be reported in Quarterly Progress Reports with Managerial estimates for each category of sales.

The VCC assigned to each Project is responsible for ensuring that data is collected and properly reported in the customer's Quarterly Progress Report. They validate the accuracy of data by making regular visits to Project customers.

After the Reports have been checked for completeness and accuracy by the VCC they will be submitted to the M&E Associate who will enter the data into the M&E MIS. The M&E Associate is responsible for maintenance of spreadsheets to track data, and for producing Quarterly and Annual Reports. The Administration and Accounting Manager is responsible for compliance with this PMP. The COP has overall responsibility and accountability to ensure that data is collected, analyzed and reported to USAID both quarterly and annually.

5.0 INDICATOR TARGETS

Indicator projections for FY '10 and LoP are based on the Assessments of proposals for each of the Projects that were eventually approved and signed, and are the only source of long term projections. This means that as we collect and upgrade grantee data that is submitted to us, actual “increased” numbers will likely vary from the projected numbers in the Assessments, and therefore initially reported for the LoP. This is especially true for some of the “Value of investment stimulated” projections because some of the current total company investment projections are smaller than the investment projections for the grantees Project.

The following table shows indicator achievements for Fiscal Year '07 and '08, and projections for FY '09 and '10.

TABLE 5: PMP TARGETING TABLE					
	Indicator and Program Results Category	Yr 1 Mar - Sept '07	Yr 2 Oct '07- Sept '08	Yr3 Oct '08 – Sep '09	Yr4 Oct '09 – Sept '10
	1. Increased Raw Material Production and Products Marketing				
Smallholders	1.1 Increased value (in 000 €) of purchases of raw materials from small holders	0	N/A	€ 3,092.9	€ 3,676
	1.2 Increased value (in percentage over the previous period) of purchases of raw materials from small holders	0	N/A	27%	25%
Domestic Marketing	1.3 Increased value (in 000 €) of sales into the domestic market	0	N/A	€ 753.1	€ 1,375.7
	1.4 Percentage increase (over the previous period) of value of sales into the domestic market	0	N/A	17%	27%
Intra-Regional Marketing	1.5 Increased value (in 000 €) of intra-regional exports	0	N/A	€ 3,114.7	€ 4,307.4
	1.6 Percentage increase (over the previous period) of intra-regional exports	0	N/A	27%	30%
International Marketing	1.7 Increased value (in 000 €) of international exports	0	N/A	€ 3,933.1	€ 2,614.8
	1.8 Percentage increase (over the previous period) of international exports	0	N/A	39%	19%
Total Marketing	1.9 Increased value (in 000 €) of total sales	0	N/A	€ 7,800.9	€ 8,298
	1.10 Percentage increase (over the previous year) of total sales	0	N/A	28%	25%
Intra-Regional & International Marketing	1.11 Value of new orders (in 000 €) from trade fairs, B2B and Fast Track Projects	0	€ 1,320.6	€ 1,000	€ 1,000
	1.12 Number of new customers from Trade Fairs, B2B and Fast Track Projects	0	42	40	60
	2. Increased Coverage and Assistance to Value Chain Participants				
Producer Level	2.1 Number of Producer Organizations receiving assistance	1	4	3	3
	2.2 Number of rural households directly benefiting from interventions	0	N/A	868	777
Post Farm-Gate Levels	2.3 Number of Agriculture-related Firms receiving assistance	14	107	167	74
	2.4 Number of Trade and Business Associations receiving assistance	0	0	5	5
	3. Building Human Capacity				
HR Capacity Building	3.1 Number of male individuals who have received short-term agriculture or agribusiness productivity enhancement training	0	272	324	151
	3.2 Number of female individuals who have received short-term agriculture or agribusiness productivity enhancement training	0	90	36	17
	4. Value of Investment Stimulated and Leveraging Achieved				
Types of Investment & Resources	4.1 Value of customer investment stimulated (000US\$)	0	\$2,120.7	\$ 4,835.9	\$ 2,213.5
	4.2 Value of third party domestic investment stimulated (000US\$)	0			

TABLE 5: PMP TARGETING TABLE

Leveraging	4.3 Value of total domestic investment stimulated (000US\$)	0	\$2,120.7	\$ 4,835.9	\$ 2,213.5
	4.4 Value of foreign direct investment stimulated (000US\$)	0			
	4.5 Leveraging achieved by AgBiz (%)	0	36%	11%	50%
5. Increased Access to Finance					
Value and Number of Customers	5.1 Value of customer financing (potential loans) identified (000US\$)	0	\$3,175.2	\$ 1,844.7	\$ 608.5
	5.2 Number of new customers provided access to finance assistance	0	35	15	15
6. Increased Employment					
New Employment by Gender	6.1 Number of equivalent male jobs created by supported customer	N/A	N/A	131	135
	6.2 Number of equivalent female jobs created by supported customer	N/A	N/A	71	46
	6.3 Percentage increase in number of equivalent jobs created by AgBiz customers	N/A	N/A	18%	13%
7. Policy and Institutional Reform					
Policies	7.1 Policy and institutional constraints identified and prioritized	0	7	10	8
8. Outreach					
Increased Awareness	8.1 Number of Success Stories produced and published	0	15	12	12
	8.2 Number of media exposures (TV, Radio and Newspaper)	0	29	12	12

FY '07 indicator results are minimal because the contract was in effect for less than 6 months of the FY. Primary activities during that period involved program start-up, facilities acquisition, policy and procedures development, staffing, and AWP, PMP, Branding and Marking and other plans development and approval. During this period three Fast Track projects were supported and 11 companies were financially assisted to participate at the Anuga International Food Fair in Germany.

As previously explained, value and percent increase indicators from Project grantees related to the purchase of raw materials, sales, rural households benefitted and number of new FTE employees cannot be reported until January 2010. Therefore NA, standing for Not Available, is shown for these indicators in the FY '08 column of Table 5 above.

In the columns for FY '09 and '10 we present indicator projections as provided by grantees for Projects, and based on staff estimates for Activities. It should be noted that '08 fourth fiscal quarter data for 10 out of the 19 grantees will be based on estimates. More accurate comparable data will not be available until the second fiscal quarter of calendar 2010 (likely March 2010) when first fiscal quarter data (Oct. – Dec. '08) can be compared with first fiscal quarter data (Oct. – Dec.'09) collected for FY '10.

6.0 APPENDIX

Attachment A TRAINING FORMS

- A – 1 Macedonia AgBiz Program Training Participant Sign-In Form
- A – 2 Training Participant Evaluation Form
- A – 3 Post Training Activities Coordinator – Self Evaluation Form

Attachment B STUDY TOUR FORMS

- B – 1 Study Tour Participant Sign-In Form
- B – 2 Study Tour Evaluation Form
- B – 3 Post Study Tour Activities Coordinator Evaluation Form

Attachment C TRADE FAIR FORMS

- C – 1 Trade Fair Participant Sign-In Form
- C – 2 Trade Fair Participant Evaluation Form
- C – 3 Post Trade Fair Project Coordinator Evaluation Form

Attachment D ACCESS TO FINANCE

- D – 1 Customer Financing Identified Form

Attachment E POLICY AND INSTITUTIONAL REFORM

- E – 1 Policy and institutional Reform Form

Grant Attachments

- Attachment 3 – Expense Report, Request for Reimbursement and Interim Progress Report
- Attachment 4 – Final Payment Report
- Attachment 5 - Federal Tax Reporting Format
- Attachment 6 – Baseline Data
- Attachment 7 – Quarterly Progress Report

ATTACHMENT A

TRAINING FORMS

A-1 Macedonia AgBiz Program Training Participant Sign-In Form

Training Topic: _____

Facilitator Name and Organization :

Training Dates

Start: _____ Completed: _____

Training Location: _____

Participants

	Participant Name	Company/Organization/ Affiliation	Tel/e-mail	Number of Employees
1	_____	_____	_____	_____
2	_____	_____	_____	_____
3	_____	_____	_____	_____
4	_____	_____	_____	_____
5	_____	_____	_____	_____
6	_____	_____	_____	_____
7	_____	_____	_____	_____
8	_____	_____	_____	_____
9	_____	_____	_____	_____
10	_____	_____	_____	_____
11	_____	_____	_____	_____
12	_____	_____	_____	_____
13	_____	_____	_____	_____
14	_____	_____	_____	_____
15	_____	_____	_____	_____
16	_____	_____	_____	_____
17	_____	_____	_____	_____
18	_____	_____	_____	_____

A-2 TRAINING PARTICIPANT EVALUATION FORM

NAME of TRAINING: _____

TRAINING DATE(s): _____

LOCATION: _____

1. What is your overall evaluation of this training? (Please Circle)

Question	Strongly Agree	Agree	No Comment	Disagree	Strongly Disagree
1) The presentation was clear and to the point	5	4	3	2	1
2) The training was interactive	5	4	3	2	1
3) The presenter(s)/facilitator(s) were highly knowledgeable of the subject material	5	4	3	2	1
4) The training achieved its goals and objectives	5	4	3	2	1
5) The materials/handouts were useful	5	4	3	2	1
6) The presentations were interesting and practical.	5	4	3	2	1
7) Adequate time was provided for attendee questions	5	4	3	2	1
8) The content was well organized and easy to follow.	5	4	3	2	1
9) I will be able to apply the knowledge learned	5	4	3	2	1
10) The training met my expectations	5	4	3	2	1

2. Please list two examples of how you can apply what you have learned today to your work.

1.) _____

2.) _____

3. How could your training experience have been improved?

1) (Logistics)

2) (Technical Material)

4. What NEW technologies and/or management practices did you learn about from this training?

5. What other training topics might help you?

Please sign your name here: _____

A-3 POST TRAINING ACTIVITIES COORDINATOR- SELF EVALUATION FORM

SECTION A: TRAINING BACKGROUND

NAME of TRAINING: _____

ACTIVITY COORDINATOR RESPONSIBLE FOR TRAINING: _____

TRAINING DATES: _____

NAME of TRAINER/FACILITATOR: _____

LOCATION (COUNTRY/CITY): _____

SECTION B: PARTICIPANT RESPONSES QUANTITATIVE

The Activity Coordinator who oversaw the training will compile the responses of the Training Participant Evaluation forms to complete the table below within two day of the training. The Activity Coordinator should use these results as well as observations during the training answer questions 1-5 below.

TABLE 1

Question	Average
1) The presentations were clear and to the point	
2) The training was interactive	
3) The presenter(s)/facilitator(s) were very knowledgeable of the subject material	
4) The content of the training matched its goals and objectives	
5) The materials/handouts were useful	
6) The presentations were interesting and practical.	
7) Adequate time was provided for attendee questions	
8) The content was well organized and easy to follow.	
9) I will be able to apply the knowledge learned	
10) The training met my expectations	
Total	

(The evaluation is on a 5 – 1 scoring system where a 5 = Strongly Agree and a 1 = Strongly Disagree. The average score should be calculated and entered. Determining average scores only requires adding up the individual scores and dividing by the number of respondents.)

SECTION C: QUALITATIVE AgBiz IMPROVEMENTS

1. How could the training experience been improved?

- 3) (Logistics)
- 4) (Technical Material)

2. How did you contribute to planning and implementation of this training?

- 1) (Pre-training)
- 2) (During training)
- 3) (Post-training)

3.1 If the training was not conducted by AgBiz staff, what problems, if any did you encounter with the training provider (training dates changed, participants were not properly notified, etc)?

3.2 Should the same trainer(s) be used in the future for this subject?

4. Should this type of training be conducted again in the future, and if so what specific enhancements should be made to improve this training?

5. Input for qualitative success story/lessons learned:

- Positive quotes from Participants:
- Why was the training successful?
- Why are the participants better off because of their participation in the training?

SECTION D: MIS SPECIFIC DATA

1. Gender Participants:

Male:

Female:

Total: _____

(must equal number of participants that attended every day of training)

2. Type of company/organization/affiliation of participants:

Number of Producer Organizations: _____

Number of Trade and Business Associations: _____

Total: _____

Number of Agricultural Marketing firms: _____

Number of Agricultural Production and Harvesting Firms: _____

Number of Agricultural Processing Firms: _____

Number of Other Agri-Related Firms: _____

Number of Other firms that are not mentioned above: _____

Total: _____

3. List all companies (that participants belonged) that attended training:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

4. Costs:

Costs from each Company: _____

Costs from each Participant (if not with a company): _____

Costs from all Companies: _____

Costs from all Participants: _____

Costs from other contributions: _____

Cost from AgBiz: _____

Total Cost of Training: _____

6. MIS Code: _____

(To be filled out by the MIS data input person upon completion of this form by the Activities Coordinator)

SECTION E: SIGNATURE FROM ACTIVITIES COORDINATOR

Please sign your name here: _____ Date _____

ATTACHMENT B

STUDY TOUR FORMS

B-1 Macedonia AgBiz Study Tour Participant Sign-In Form

Study Tour Topic: _____

Study Tour Dates

Start: _____ Completed: _____

Study Tour Country/City: _____

Participants

	Participant Name	Company/Organization/ Affiliation	Tel./e-mail	Number of Employees
1	_____	_____	_____	_____
2	_____	_____	_____	_____
3	_____	_____	_____	_____
4	_____	_____	_____	_____
5	_____	_____	_____	_____
6	_____	_____	_____	_____
7	_____	_____	_____	_____
8	_____	_____	_____	_____
9	_____	_____	_____	_____
10	_____	_____	_____	_____
11	_____	_____	_____	_____
12	_____	_____	_____	_____
13	_____	_____	_____	_____
14	_____	_____	_____	_____
15	_____	_____	_____	_____
16	_____	_____	_____	_____
17	_____	_____	_____	_____
18	_____	_____	_____	_____

B-2 STUDY TOUR EVALUATION FORM

NAME of STUDY TOUR: _____

NAME of STUDY TOUR PARTICIPANT: _____

NAME of STUDY TOUR PARTICIPANT COMPANY: _____

ACTIVITY COORDINATOR RESPONSIBLE: _____

STUDY TOUR DATE(S): _____

LOCATION: _____

1. What is your overall evaluation of the study tour? (Please Circle)

TABLE 1

Question	Strongly Agree	Agree	No Comment	Disagree	Strongly Disagree
1) The Study Tour was interactive	5	4	3	2	1
2) The technical people I met with were knowledgeable of the subject material	5	4	3	2	1
3) The Study Tour/Trade Show successfully met its goals and objectives	5	4	3	2	1
4) The Study Tour was interesting and practical.	5	4	3	2	1
5) The information that I received was not information that I could have obtained in Macedonia	5	4	3	2	1
6) The Study Tour was well organized.	5	4	3	2	1
7) I will be able to apply the knowledge learned	5	4	3	2	1
8) The Study Tour met my expectations	5	4	3	2	1

2. Please list two examples of how you can apply what you have learned to your work.

1.)

2.)

3. How could your Study Tour experience have been improved?

1) (Logistics)

2) (Technical Material)

4. What other Study Tours might help you?

5. The following question applies if B2B meetings were organized during the Study Tour

<i>Indicator</i>	<i>Number</i>
Value of new orders received from customers as a direct result of the study tour	
Number of new customers as a result of the study tour	

Please sign your name here: _____ **Date** _____

B-3 POST STUDY TOUR ACTIVITIES COORINDATOR EVALUATION FORM

SECTION A: STUDY TOUR BACKGROUND

NAME of STUDY TOUR: _____

ACTIVITY COORDINATOR RESPONSIBLE FOR STUDY TOUR: _____

STUDY TOUR DATE: _____

LOCATION (COUNTRY/CITY): _____

SECTION B: PARTICIPANT RESPONSES QUANTITATIVE

The Activity Coordinator will compile the responses of the Study Tour Participant Evaluation forms to complete **TABLE 1** below within two day of the training. The Activity Coordinator should use these results as well as observations during the study tour to answer questions 1-4 below.

TABLE 1

Question	Average
1) The Study Tour was interactive	
2) The technical people that I met with were knowledgeable of the subject material	
3) The Study Tour successfully met its goals and objectives	
4) The Study Tour was interesting and practical.	
5) The information that I received was not information that I could have received in Macedonia	
6) The Study Tour was well organized	
7) I will be able to apply the knowledge learned	
8) The Study Tour met my expectations	
Total	

(The evaluation is on a 5 – 1 scoring system where a 5 = Strongly Agree and a 1 = Strongly Disagree. The average score should be calculated and entered. Determining average scores only requires adding up the individual scores and dividing by the number of respondents.)

SECTION C: QUALITATIVE AgBiz IMPROVEMENTS

1. How could the Study Tour experience been improved?

- 1) (Logistics)
- 2) (Technical Material)

2. How did you contribute to implementation of this Study Tour?

- 1) (Pre-study tour)
- 2) (During study tour)
- 3) (Post-study tour)

3. If the Study Tour was not directly assisted by AgBiz staff, what problems, if any did you encounter with the consultant (dates changed, participants were not properly notified, etc)?

4. Should AgBiz send customers to this Study Tour again? If not why?

SECTION D: MIS SPECIFIC DATA

1. Gender Participants:

Male: _____

Female: _____

Total: _____

(must equal number of participants that attended every day of training)

2. Type of company/organization/affiliation of participants:

Number of Producer Organizations: _____

Number of Trade and Business Associations: _____

Total: _____

Number of Agricultural Marketing firms: _____

Number of Agricultural Production and Harvesting Firms: _____

Number of Agricultural Processing Firms: _____

Number of Other Agri-Related Firms: _____

Number of Other firms that are not mentioned above: _____

Total: _____

3. List all companies (that participants belonged) that attended the study tour:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

4. The following question applies if B2B meetings were organized during the Study Tour

<i>Indicator</i>	<i>Number</i>
Value of new orders received from customers as a direct result of the study tour	
Number of new customers as a result of the study tour	

5. Costs:

Costs from each Company: _____

Costs from each Participant (*if not with a company*): _____

Costs from all Companies: _____

Costs from all Participants: _____

Costs from other contributions: _____

Cost from AgBiz: _____

Total Cost of Study Tour: _____

6. MIS Code: _____

(To be filled out by the MIS data input person upon completion of this form by the Activities Coordinator)

SECTION E: SIGNATURE FROM ACTIVITIES COORDINATOR

Please sign your name here: _____ Date _____

ATTACHMENT C

TRADE FAIR FORMS

C-1 Macedonia AgBiz Trade Fair Participant Sign-In Form

(For Trade Fairs were the AgBiz Customer is Exhibiting)

Trade Fair Name: _____

Trade Fair Dates

Start: _____ Completed: _____

Study Tour Country/City: _____

Participants

	Participant Name	Company/Organization/ Affiliation	Tel./e-mail	Number of Employees
1	_____	_____	_____	_____
2	_____	_____	_____	_____
3	_____	_____	_____	_____
4	_____	_____	_____	_____
5	_____	_____	_____	_____
6	_____	_____	_____	_____
7	_____	_____	_____	_____
8	_____	_____	_____	_____
9	_____	_____	_____	_____
10	_____	_____	_____	_____
11	_____	_____	_____	_____
12	_____	_____	_____	_____
13	_____	_____	_____	_____
14	_____	_____	_____	_____
15	_____	_____	_____	_____
16	_____	_____	_____	_____
17	_____	_____	_____	_____
18	_____	_____	_____	_____
19	_____	_____	_____	_____
20	_____	_____	_____	_____

**C-2 TRADE FAIR PARTICIPANT EVALUATION FORM
(For Exhibitors Only)**

SECTION A: BACKGROUND

NAME of TRADE FAIR: _____
 NAME OF TRADE FAIR PARTICIPANT: _____
 NAME of TRADE FAIR PARTICIPANT'S COMPANY: _____
 PROJECT COORDINATOR/CONSULTANT RESPONSIBLE: _____
 TRADE FAIR DATE(S): _____
 TRADE FAIR LOCATION (COUNTRY, CITY): _____

SECTION B: QUANTITATIVE RESULTS

What is your overall evaluation of the entire trade fair? (Please Circle)

Question	Strongly Agree	Agree	No Comment	Disagree	Strongly Disagree
1) The trade fair was interactive	5	4	3	2	1
2) I was fully prepared to present at the trade fair	5	4	3	2	1
3) I was able to make contacts that will result in greater company sales	5	4	3	2	1
4) The contacts that I made could not have been made from networking in Macedonia	5	4	3	2	1
5) The trade fair was well organized.	5	4	3	2	1
6) The trade fair met my expectations	5	4	3	2	1

SECTION C-1: QUALITATIVE RESULTS

Please provide as much information as possible, using quotes, and citing examples

1) What were the major successes' from the trade fair? Please give examples as to why the trade fair will be/is beneficial for your company (*providing quotes and citing examples is very helpful for this question*)

2) How could your experience at the Trade Fair been improved (logistical, improved contacts/linkages, etc)?

3) Value of new orders received from customers as a direct result of the trade fair

Number of Customers (name not required)	New orders as result of trade fair (Euro)	Total
1)		
2)		
3)		
4)		

4) How will you incorporate what you learned/observed at the Trade Fair to increase your business?

5) How will the Trade Fair help your business in regards to international /intra-regional sales?

Please sign your name here: _____ Date _____

C-3 POST TRADE FAIR PROJECT COORDINATOR EVALUATION FORM

SECTION A: TRADE FAIR BACKGROUND

NAME of TRADE FAIR: _____

NAME of ACTIVITY COORDINATOR: _____

TRADE FAIR DATE: _____

LOCATION (COUNTRY/CITY): _____

SECTION B: PARTICIPANT RESPONSES QUANTITATIVE

The Project Coordinator assigned to the Trade Fair will compile the responses of the Trade Fair Participant Evaluation forms to complete **TABLE 1** below within two day of the training. The Project Coordinator should use these results as well as observations during the trade fair answer questions 1-5 below.

TABLE 1

Question	Average
1) The trade fair was interactive	
2) I was fully prepared to present at the trade fair	
3) I was able to make contacts that will result in greater company sales	
4) The contacts that I made could not have been made from networking in Macedonia	
5) The trade fair was well organized.	
6) The trade fair met my expectations	
Total	

(The evaluation is on a 5 – 1 scoring system where a 5 = Strongly Agree and a 1 = Strongly Disagree. The average score should be calculated and entered. Determining average scores only requires adding up the individual scores and dividing by the number of respondents.)

SECTION C: QUALITATIVE AgBiz IMPROVEMENTS

1. How could the trade fair experience been improved?

- 1) (Logistics)
- 2) (Technical Material)

2. How did you contribute to planning and implementation of the trade fair?

1. (Pre-Trade Fair)
2. (During Trade Fair)

3. (Post-Trade Fair)

3. If the trade fair was not assisted by AgBiz staff, what problems, if any, did you encounter with the sub-contractor (dates changed, participants were not properly notified, etc)?

4. Should AgBiz send customers on this trade fair again? If not why?

5. Input for qualitative success story/lessons learned:

- Positive quotes from Participants:
- Why was the trade fair successful?
- Why are the participants better off because of their participation in the trade fair?

SECTION D: MIS SPECIFIC DATA

1. Gender Participants:

Male:

Female:

Total: __

(must equal number of participants that attended every day of trade fair)

2. Type of company/organization/affiliation of participants:

Number of Producer Organizations: _____

Number of Trade and Business Associations: _____

Total: _____

Number of Agricultural Marketing firms: _____

Number of Agricultural Production and Harvesting Firms: _____

Number of Agricultural Processing Firms: _____

Number of Other Agri-Related Firms: _____

Number of Other firms that are not mentioned above: _____

Total: _____

3. List all companies (that participants belonged) that attended the trade fair:

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

4. Costs:

- Costs from each Company: _____
- Costs from each Participant (*if not with a company*): _____
- Costs from all Companies: _____
- Costs from all Participants: _____
- Costs from other contributions: _____
- Cost from AgBiz: _____
- Total Cost of Trade Fair:** _____

5. Value of new orders received from customers as a direct result of the trade fair

Number of Customers (name not required)	New orders as result of trade fair	Total
1)		
2)		
3)		
4)		

6. MIS Code: _____

(To be filled out by the MIS data input person upon completion of this form by the Project Coordinator)

SECTION E: SIGNATURE FROM PROJECT COORDINATOR

Please sign your name here: _____ **Date** _____

ATTACHMENT D

ACCESS TO FINANCE

D-1 Customer Financing Identified Form

Customer Name/Organization: _____

Agricultural Processing Firm: Y/N (circle one)

Agricultural Marketing Firm: Y/N (circle one)

Agricultural Production/Harvesting Firm: Y/N (circle one)

Agribusiness Related Firm: Y/N (circle one)

Other Agbusiness Related Firm: Y/N (circle one)

Producer Organization: Y/N (circle one)

Trade and Business Association: Y/N (circle one)

Other Firms Not Mentioned Above: Y/N (circle one)

Customer Number: _____

AgBiz Staff Member: _____

Date (MM/DD/YY)	Type of Loan	Value of Potential Loans (Euros)	Type of Assistance*
	Commercial Banks 1		
	Commercial Banks 2		
	Micro-Finance		
	Leasing		
	Saving House		
	Donors / Donor Projects		
	Other 1		

Comments: Name of bank(s), term, DCA or ACDF supported, email contact with customer, phone call, etc.

Comments: Name of bank(s), term, DCA or ACDF supported, email contact with customer, phone call, etc.

Comments: Name of bank(s), term, DCA or ACDF supported, email contact with customer, phone call, etc.

* introductions, linkages, assessing loan applicant records, other...

ATTACHMENT E

POLICY AND INSTITUTIONAL REFORM

E-1 Policy and Institutional Reform Form

Date/Program Quarter:

1) Number of policy/regulatory reforms and/or institutional reforms identified:

-
-
-
-
-

2) Policy reforms and institutional reforms prioritized for AgBiz intervention:

- 1.
- 2.
- 3.

3) AgBiz actions taken for each high priority policy and institutional reform issue and collaborating resources

- 1.
- 2.
- 3.

4) Other collaborators that contributed to meeting the result of the policy issue (donor organizations, GoM, local government, trade associations, donor-assisted projects, other).

5) Outstanding policy issues from previous quarter:

- 1.
- 2.
- 3.

GRANT ATTACHMENTS

ATTACHMENT 3 - EXPENSE REPORT, REQUEST FOR REIMBURSEMENT AND INTERIM PROGRESS REPORT

1. Recipient Organization: <i>Name:</i>	2. ARD Contract Ref:	
	3. Grant No.:	
<i>Address:</i>	4. Grant Period:	<i>Start Date:</i> <i>End Date:</i>
	5. Current Period:	<i>Start Date:</i> <i>End Date:</i>

Items to Be Reimbursed by AgBiz

(Amounts Reported in Local Currency)

Award Budget Item Number and Description	Approved Budget (A)	Expenditures This Period (B)	Expenditures To Date (including this period) (C)	Remaining Balance (A-C)	Notes
TOTAL					

Items Paid for by the Grantee

(Amounts Reported in Local Currency)

Award Budget Item Number and Description	Approved Budget (A)	Expenditures This Period (B)	Expenditures To Date (including this period) (C)	Remaining Balance (A-C)	Notes
TOTAL					

PROGRESS REPORT

Grantee’s Assessment of Work Progress*:

Constraints Identified and/or Problems Encountered During Implementation*:

Actions Taken to Remove Constraints and/or Correct Problems*:

* With reference to specific Award Budget Items

Submitted for Payment — The above presented expenses have been achieved in accordance with all terms and conditions stated in the grant award and all incorporated documents, including the approved grant application with implementation and financial plans. Action has been or will be taken in a timely and adequate manner to remove constraints and/or correct problems associated with project implementation.

Grantee Certificate			
I certify that to the best of my knowledge and belief that this report is correct and complete and that all outlays are for the purposes set forth in the agreement documents.	Authorize Certifying Official	Signature:	Date Report Submitted:
		Type or Printed Name and Title:	Telephone:

Certified — I have reviewed the above elements and have found all information to be accurate and complete with respect to grant file records.

Project Coordinator _____ **Date** _____

Finance and Administration Manager _____	Reconciled
Chief of Party _____	Approved
Total Grant (US\$) _____	
Cumulative Payments (US\$) _____	(inclusive of this payment)
Balance (US\$) _____	

Attachment 4 - FINAL PAYMENT REPORT

Purpose of Performance Reporting

To report on the results of the project to date.

Monitoring and reporting program performance

Grantees are responsible for managing and monitoring project functions and activities supported by the award.

(Please provide a complete and detailed narrative on project progress to date).

- 1) **Please explain the progress in project implementation to date** (example, is the Project being implemented as planned; have changes been made in the Project implementation plan; is there a need to modify either the Items in the Award budget or their value; how has the Project improved your operations, what improvements have you seen, what changes both positive and/or negative have you experienced?)

- 2) **Please discuss any implementation problems or delays encountered during project implementation and why were they encountered?**

- 3) **How do you plan to resolve any (see question 2) implementation problems or delays?**

- 4) **Please describe a success story and/or lessons learned to date (what unexpected positive result(s) did you encounter, did you implement an innovative solution to a problem that you encountered?)**

- 5) **Steps and activities planned for the successful completion of the project:**
 - 1)
 - 2)
 - 3)
 - 4)

- 6) **Anticipated implementation problems or concerns regarding project completion:**

- 7) **Other topics not covered above.**

Attachment 6 - FEDERAL TAX REPORTING FORMAT

Annual Report – April 16, 2009

1. Recipient Organization:	2. ARD Contract Ref:	
<i>Name:</i>	3. Grant No.:	
<i>Phone:</i>	4. Grant Period:	
<i>Fax:</i>		
<i>Email:</i>	<i>Start Date:</i>	
<i>Address:</i>	<i>End Date:</i>	
	5. Current Period:	
	<i>Start Date:</i>	
	<i>End Date:</i>	

Insert taxed transactions of \$500 or more reimbursed by AgBiz from Oct. 1, 2007 to Sept. 30, 2008

Voucher No.	Description	Date	Total Invoice	Tax Paid
<i>Total</i>				

Taxes Reimbursed <i>(from 1 Oct. '07 to 30 Sept. '08)</i>	Tax Reimbursed from the Transactions Above <i>(through March 31, 2009)</i>
<i>Total</i>	

Certificate			
I certify that to the best of my knowledge and belief that this report is correct and complete and that all outlays are for the purposes set forth in the agreement documents.	Authoriz e Certifyin g Official	Signature:	Date Report Submitted:
		Type or Printed Name and Title:	Telephone:

Attachment 6 - Baseline Data

Company Name: _____

Data collected for the baseline document must encompass the total company.

All Baseline data will be for calendar 2007, i.e., from January 1st 2007 to December 31st 2007

SECTION A: INDICATOR BASELINE DATA

Indicator	Baseline Value	Metric
Value of purchases of raw material made from producers from Jan 1 st 2007- December 31 st 2007		(MKD)
Number of producers (gathers) from whom agricultural products are purchased during the period of Jan 1 st 2007- December 31 st 2007		Households
Value of sales into national (Macedonia) market from Jan 1 st 2007- December 31 st 2007		(MKD)
Value of intra-regional (Croatia, Serbia, Montenegro, Kosovo, Bosnia and Herzegovina, Romania, Albania) exports from Jan 1 st 2007- December 31 st 2007		(MKD)
Value of international (other than inter-regional) exports from Jan 1 st 2007- December 31 st 2007		(MKD)
Number of full time workers from Jan 1 st 2007 – December 31 st 2007	Male:	Persons (disaggregated by gender)
	Female:	
Number of days worked (including all seasonal, part-time, and long term) from Jan 1 st 2007 – December 31 st 2007	Male:	Days (by gender)
	Female:	

Company Representative:

_____ (Signature) _____ (Date)

Project Coordinator

_____ (Signature) _____ (Date)

Date submitted: _____

Attachment 7 – Quarterly Progress Report

AgBiz Program

GRANTEE: _____

Quarterly Progress Report No _____

Reporting Period: _____ to _____

(To be completed and delivered to AgBiz by the end of the second week following the close of each calendar quarter over the duration of the Project. **AgBiz will not make payments to a grantee that does not submit timely and complete Quarterly Progress Reports.**)

Date Submitted: _____

Project Number: _____

Primary Contact: _____

Address: _____

Phone: _____

E-mail: _____

Brief Project Description: _____

Start Date of Contract: ____ End Date of Contract: ____ Anticipated Project Completion Date: ____

Project Coordinator: _____

(The above section should be completed by the PC prior to sending the form to each of their grantees.)

Project Status (Check one under each category below):

PROJECT SCHEDULE

- (1) ____ Project on schedule
- (2) ____ Project delayed
- (3) ____ Project canceled
- (4) ____ Project complete

PROJECT COST STATUS

- (1) ____ Cost unchanged
- (2) ____ Cost overrun
- (3) ____ Cost under run

PROGRESS REPORT

(Please provide a complete and detailed narrative status report on the project for the current reporting period).

1. Progress In Project Implementation in the Reporting Period

1.1. Please describe the major activities undertaken that have contributed toward achieving Project results in the reporting period

1. _____

2. _____

3. _____

1.2. Please describe the main Project-related accomplishments during the previous quarter?

1. _____
2. _____
3. _____

2. *Problems or Delays Encountered During Implementation*

(Please describe and explain any deviations from the work plan or budget; problems that influenced project implementation; as well as comments on the progress towards accomplishment of the specified objective. If the specified objective has been fully attained and previously reported, and there have been no deviations from the work plan and budget this column may be left blank)

3. *Suggestions or Plans for Resolving Implementation Problems or Delays*

(Please describe plans for resolving implementation or budget problems (see number 2). Explain who do you think can help you resolve the problems? Can AgBiz or another organization/institution help you?)

4. *Steps and Activities Planned for the Next Reporting Period*

Activities planned for the next quarter	Projected Completion Date	Projected place (Town/Village)

1. *Anticipated Implementation Problems or Concerns*

(Please describe any future problems that you anticipate regarding implementation of the project in the following period and your plans to resolve them?)

2. *Implementation of Environment Recommended Measures*

(Please provide information regarding implementation of environment mitigation measures recommended in the grant agreement)

3. *Other topics not covered above*

(Please describe any other topic related to the project that has not been mentioned in the report but you think it's relevant to the project?)

4. *Indicators Achieved:*

(The following table should include the total results of the company)

Indicator (examples)	Results this quarter
Value of Agricultural Raw Material Purchases during the period (MKD)	
# of producers (gatherers) from whom agricultural products are purchased	
# of hectares under production where new technologies or management practices introduced by AgBiz are used	

<i>Indicator (examples)</i>		<i>Results this quarter</i>
<i>Value of Sales into the national market (MKD)</i>		
<i>Value of Intra - Regional Export Sales (MKD) (Croatia, Serbia, Montenegro, Kosovo, Bosnia and Herzegovina, Romania, Albania)</i>		
<i>Value of International Export Sales (MKD)</i>		
<i># of individuals who have received training through the project implemented (trainings planed within the project in the grant agreement)</i>	<i>Male</i>	
	<i>Female</i>	
<i>Number of Full Time Employees (please specify the total number of employees)</i>	<i>Male</i>	
	<i>Female</i>	
<i>Number of Seasonal Employees – (total number of days that seasonal workers have been engaged, # of workers x average # of days per worker).</i>	<i>Male</i>	
	<i>Female</i>	
<i>Financing identified (please provide the value of loans identified through assistance provided by AgBiz)</i>		
<i>Investment Made (MKD)</i>	<i>By owner</i>	
	<i>By third party</i>	<i>Domestic</i>
		<i>Foreign</i>

Attach additional sheets as necessary. Attach any relevant photographs, charts or other documentation that helps demonstrate the status of the project.)

Signature – Authorized Signer

Date

U.S. Agency for International Development

Macedonia

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