



USAID | **MACEDONIA**
FROM THE AMERICAN PEOPLE

MACEDONIA AGRIBUSINESS ACTIVITY (USAID'S AGBIZ PROGRAM)

PERFORMANCE MONITORING PLAN

January 2011

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech/ARD, Inc.

Prepared for the United States Agency for International Development, USAID Contract Number EDH-I-00-05-00006-00, Task Order Number 03, Macedonia Agribusiness Activity (AgBiz), implemented under the RAISE Plus Indefinite Quantity Contract (IQC)

Tetra Tech/ARD Contacts:

Jim Maxwell, Senior Technical Advisor/Manager

Ben Lawrence, Project Manager

159 Bank Street, Suite 300

P.O. Box 1397

Burlington, VT 05402

Tel: (802) 658-3890

Email: JMaxwell@ardinc.com , blawrence@ardinc.com

TABLE OF CONTENTS

Acronyms.....	i
1.0 OVERVIEW.....	1
USAID's AgBiz Program.....	1
Primary Monitoring Information - The Customer in a Value Chain	2
Indicator Results Categories.....	4
Introduction	5
Issues.....	5
Update of Project-Sourced Indicator Projections.....	7
Indicator reporting Modifications.....	7
Indicator Reporting Schedule Modifications	7
Conclusion.....	10
3.0 DETAILED INFORMATION ON AGBIZ PMP INDICATORS	17
4.0 PMP IMPLEMENTATION.....	27
Collecting Baseline Information	27
Collecting Ongoing Indicator Data	27
PMP Responsibilities and Organizational Considerations	27
5.0 INDICATOR TARGETS.....	29
6.0 APPENDIX.....	32
Attachment A: TRAINING FORMS	33
Attachment B: STUDY TOUR FORMS	37
Attachment C: TRADE FAIR FORMS.....	41
Attachment D: ACCESS TO FINANCE.....	44
Attachment E: POLICY AND INSTITUTIONAL REFORM.....	45
Grant Attachments	46

LIST OF CHARTS AND TABLES:

GRAPHIC 1: GENERAL SCHEMA FOR VALUE CHAINS.....	3
TABLE 1: AGBIZ ANNUAL CALENDAR YEAR INDICATORS REPORTING	8
TABLE 2: AGBIZ QUARTERLY INDICATORS REPORTING	9
TABLE 3: INDICATOR DEFINITIONS AND COLLECTION PROCEDURES.....	17
TABLE 4. CALENDAR '10, CALENDAR '11 (Quarter 1) AND LOP PROJECTIONS.....	29
TABLE 5. FISCAL YEAR 2010 AND 2011 AND LOP PROJECTIONS	30

ACRONYMS

ADS	Automated Directive System (USAID Policies)
AgBiz	Macedonia Agribusiness Activity
ARD	Associates in Rural Development
B2B	Business-2-Business
COTR	Contract's Officer Technical Representative
DOS	US Department of State
EU	European Union
FACTS	Foreign Assistance Coordination and Tracking System
FRY	Former Republic of Yugoslavia
FY	Fiscal Year
FTE	Full Time Equivalent (job)
HACCP	Hazard Analyses and Critical Control Points
HR	Human Resources
LoP	Life of Program
M/F	male/female disaggregation
M&E	Monitoring and Evaluation
MIS	Management Information System
NCE	No-Cost Extension
P&L	Profit & Loss Statements
PMP	Performance Monitoring Plan
PC	Project Coordinator
PO	Producer Organization
Project	A discrete intervention package of TA
RF	Results Framework
SME	Small and Medium Enterprise
TA	Technical Assistance
TO	Task Order
USAID	United States Agency for International Development
VCC	Value Chain Coordinator
WGP	Wild Gathered Products

“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 (PMP) is 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 will take effect from January 2010 through - June 2011, assuming USAID approval. The PMP is the result of a dynamic process and it will be reviewed and refined from time to time in collaboration with the USAID Contract's Officer Technical Representative (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 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.

AgBiz is also 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 works. Raw materials go through several steps to get to the consumer, each step being a transaction between one link of the value chain and the next link. Value chains include sources of inputs and services related to production, producers themselves, processors, marketers, agribusiness development services and support, as well as financing at all levels.

AgBiz focuses on three specific value chains that have good export potential and the opportunity for creating a broad-based positive impact. These are: and Fresh Fruits and Vegetables, Wine and Processed Vegetables.

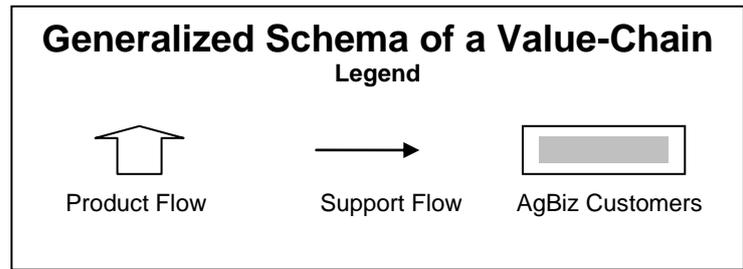
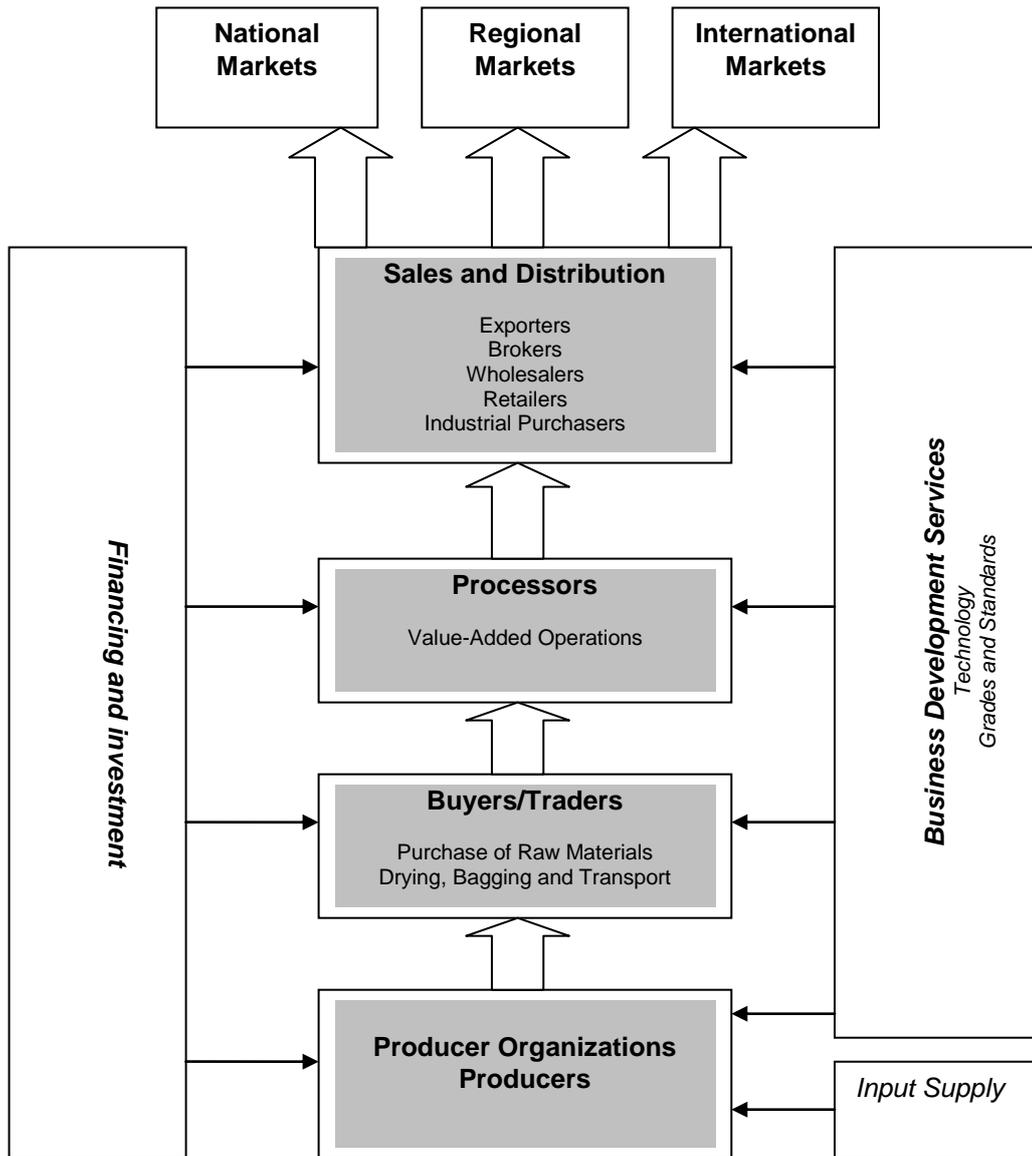
In the three value-chains being supported by AgBiz, a firm participating in any link is a potential “customer”, including a formal set of producers or Producer Organization, a particular buyer/trader, a particular processing company, etc. PMP indicators are limited to measurements from customers that AgBiz actually supports via either 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 reported 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 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.

This generalized schema for Value Chains shows 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 USAID 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 PMP that was reviewed and approved by USAID. This PMP was modified and refined in February 2009, and USAID approved it in April 2009. 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 signed grant agreements with 20 companies for export focused business expansion Projects. When the grant started we collected baseline and Life of Program (LoP) projection data from each grantee. During the 18 month term of the grant AgBiz received grantees' Quarterly Reports after the end of each quarter. These reports provided indicator data for each Project.

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

The issues that are the basis for this proposal for additional modifications to the PMP are presented below. These adjustments were proposed via the FY'10 Portfolio Review and FY'11 Annual Work Plan that were submitted to USAID in early October 2010. These primarily impact Project-sourced indicators since there are no significant issues with activity sourced indicators.

ISSUES

The PMP is a dynamic document, 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 need for this revision of the PMP and the indicators has become evident based on several issues:

Overly Optimistic Projections. After the slowdown of the Macedonian economy caused by the conflict in 2001, during the period between 2003 and 2008 Macedonian agribusinesses had continuous increases in production and sales, mainly due to increased demand for Macedonian processed food products by foreign buyers, and domestic market growth resulting from strong penetration of retail chains and changes in the lifestyle and buying habits of consumers. These boom years were used by our grantees/customers as the bases to project the trend for AgBiz assisted business expansion Project results. In early 2008 it was difficult to predict the substantial negative effects of the economic crises. However, in late 2008 and during all of 2009, the global economic crises and the microeconomic instability of export markets negatively affected Macedonian exports of agriculture-based products. This impact was not anticipated when the original Project-sourced indicators were established. Managers of

companies applying for Project support tended to be quite optimistic regarding their original growth projections.

Influence of the Economic Slowdown on AgBiz Value Chains. The impact of the global financial crisis and economic slowdown continues to affect participants in AgBiz supported Value Chains. Macedonian exporters of agriculture-based products have experienced reduced export demand, delayed collection of receivables and difficult access to finance. All Projects have been significantly and negatively impacted by the global economic slowdown, more specifically including:

- Limited availability of finance, new and difficult loan application procedures, lack of collateral and an increasing collateral requirement by conservative banks has reduced the availability of finance;
- Due to delayed receivables collection and the associated very negative impact on cash flow, companies have problems with their existing loans and are renegotiating repayment terms; and
- Issues with receivables are the greatest with big retailers such as Konzum, Merkator, and Delta.

These economic conditions have had a significant and negative impact on Project-sourced indicators. The specific impact of the global economic crisis on each of the AgBiz supported value chains is reviewed below.

Processed Vegetables Value Chain

The global economic crisis negatively impacted vegetable processing companies' sales, and extended their receivables collection period, that in turn reduced the working capital they had available to buy raw materials i.e., fresh vegetables. In 2009 significantly reduced orders from foreign buyers for frozen products were experienced (-20% in volume compared to the previous season), while the market for canned products remained stable. Some AgBiz customers redirected their regional exports into the national market and their international sales to regional markets, resulting in reduced international and regional sales and increased domestic sales respectively.

Wine Value Chain

Due to the economic slowdown in 2008 and 2009 wineries experienced a decrease in sales, especially for wines in upper price segments. International importers became conservative in their buying, and reduced their purchases. In the regional market that accounts for more than 60% of Macedonian bottled wine exports, the impact was even more drastic. Regional economies suffered from a loss of working capital that disrupted trade payments. Limited and expensive sources of finance delayed investments by Macedonian wineries in new technology, and caused delays or cancellation of planned investments in expanding or improving facilities and replanting old vineyards with more marketable varieties. All these issues resulted in market reluctance and negatively affected AgBiz supported Projects in the wine VC. Export sales showed a very modest increase, but projections were significantly under achieved. Some of the Projects had substantial export sales increase for 2008, but in 2009 sales went back to the level of 2007, because the wineries experienced difficulties in securing their current and expanding into new export markets.

At the end of the 2009 season, especially when including the new vintage, wineries had significant inventories that if not sold will overburden their cash flow, reduce their flexibility and stimulate them to reduce prices that will negatively affect the whole value chain.

Fresh Fruit and Vegetables Value Chain

Table Grapes are the main fresh fruit product that AgBiz supported with business expansion Projects and are low value added products. Thus the negative impact of the economic crises was modest. However, this was not the case for the remaining portions of the Fresh Fruit and Vegetables VC. These companies were affected by the global economic slowdown and reduced export demand, so were forced to lower prices for fresh products that already had high input costs, especially for production from glass houses. Also, Grantees' very positive projected results were burdened by conservative bank lending policies, especially for fresh vegetables glass house expansion.

Wild Gathered Products Value Chain

The negative impact of the economic slowdown on Wild Gathered Products (WGP) companies was very evident in 2009. Most companies had unsold inventory of juniper berries, lactarius mushrooms, rosehips, dried and frozen boletus, etc. This was mostly due to buyers being careful by ordering lower quantities, and the lower prices offered on the global market. The economic crises put pressure to the conservative Macedonian banking system that resulted in unfavorable conditions for issuing loans to WGP companies for working capital; this restricted their raw material purchasing. Additionally institutional impediments had a negative impact on WGP companies. Based on the new Law on Forests, the public enterprise Makedonski Sumi issued a letter to WGP companies that imposed additional fees on WGP products. This would be a significant additional burdened on WGP companies when acquiring raw materials. Also, the Ministry of Environment added new bureaucratic procedures for obtaining gathering licenses, in addition to the existing export licenses, resulting in WGP companies losing more time and resources to obtain their raw materials. Ministry of Finance delayed VAT refunds caused disruptions in companies' cash flow leading to weak purchasing power. All of these constraints caused WGP companies to limit their raw material purchases, and thus their export sales.

UPDATE OF PROJECT-SOURCED INDICATOR PROJECTIONS

Given the above, in March of 2010 the M&E Specialist together with the responsible Project Coordinator met with each Grantee. A summary sheet of past performance and projected indicators was presented to the Grantee, and the Grantee was asked to review previously reported projections and results, and make needed corrections. Also new projections for 2010 were requested in light of 2009 experience. These adjustments were based on corrected entire company past indicator performance and on realistic projections for calendar 2010.

INDICATOR REPORTING

Annual Period

Based on the above issues, actions and the need for improved indicator reporting on key Program objectives, we proposed making a reporting timing modification to the AgBiz PMP. All Project sourced indicators including 1.1., 1.2., 1.3, 1.4., 1.5., 1.6., 1.7., 1.8., 1.9., 1.10., 2.2 and 6.1., 6.2., 6.3. are reported on an annual calendar basis, not on a Fiscal Year for which grantees do not have reliable data.

Nominal Indicators Adjustments

The nominal indicators that relate to projections for Raw Material Purchases (1.2), Products Marketing (1.4; 1.6; 1.8 and 1.10) and Increased Employment (6.3) as presented in the Table 4: Calendar 2010 and LoP Projections have been updated based on the explanations presented in Section 2 under Issues.

Modification in the LoP Percentage Change Calculation Methodology

The LoP percent change Projections are now different due to a modification in the calculation methodology. The previous LoP Objectives were calculated as an average annual increase. To measure the overall impact and benefit of business expansion Projects (following the “before and after” principle), we propose reporting percentage performance achieved over the baseline. Therefore, the number shown in the Revised LoP Projection column is the average percentage increase in the total value of purchases or sales and number of FTE jobs, and the increase for a given year is calculated over the baseline (CY2007).

INDICATOR REPORTING SCHEDULE

Project customers do not have historical quarterly data available, so there were no quarterly base line data to use for calculating sales or raw material purchase increases on a quarterly basis until the fourth quarter of 2009. Since our customers do not have useful quarterly data we calculated calendar 2009 increased indicators for 1.1 – 1.8, 2.2, and 6 disaggregated by gender, based on grantees 2009 P&Ls that become available in March and April. We provided these annual value and percentage increase data in a separate table in the Second Quarter FY '10 Report in April 2010.

Below we present the two Indicator Tables which will be used for reporting to USAID. Table 1 will be used for annual calendar year reports and includes all indicators whereas Table 2 will be used for quarterly reporting, therefore does not include the indicators that are reported only on an annual basis. Quarterly indicator reporting does not include indicators 1.1 – 1.10, 2.2 and 6.1 – 6.3. Therefore, any difficulties associated with most Section 1 indicators are limited to annual reporting.

Table 1 was used starting April 2009 for calendar 2008, then in April 2010 for calendar 2009, and will be used in the March 2011 Final Report. AgBiz will by then have comparable data, and will be able to accurately and reliably report on LoP value and percentage increases for the indicators in Section 1. of the table.

TABLE I: AGBIZ ANNUAL CALENDAR YEAR INDICATORS REPORTING

TABLE I: AGBIZ ANNUAL CALENDAR YEAR 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 base year) 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 base year) 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 base year) of intra-regional exports
International Marketing	1.7 Increased value (in Euros) of international exports
	1.8 Percentage increase (over the base year) of international exports
Total Marketing	1.9 Increased value (in Euros) of total sales by assisted customers
	1.10 Percentage increase (over base 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 new/additional Producer Organizations receiving assistance ¹
	2.2 Total cumulative number of rural households directly benefiting from interventions ²
Post Farm-Gate Levels	2.3 Number of new/additional Agriculture-related Firms receiving assistance
	2.4 Number of new/additional Trade and Business Associations receiving assistance
	3. Building Human Capacity
HR Capacity Building	3.1 Total number of male individuals who have received short-term agriculture or agribusiness productivity enhancement training
	3.2 Total 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	5.1. Value of customer financing (potential loans) identified (000US\$)

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

TABLE 1: AGBIZ ANNUAL CALENDAR YEAR INDICATORS REPORTING

Customers	5.2. Number of new customers provided access to finance assistance
	6. Increased Employment
New Employment by Gender	6.1. Total number of equivalent male jobs created by supported customer
	6.2. Total number of equivalent female jobs created by supported customer
	6.3. Percentage increase in number of equivalent jobs created by AgBiz customers (over base year)
	7. Policy and Institutional Reform
Policies	7.1. Number of policy and institutional constraints identified, prioritized and presented to potential advocacy groups for them to present to the Government
	8. Outreach
Increased Awareness	8.1. Number of Success Stories produced and published
	8.2. Number of media exposures (TV, Radio and Newspaper)

The quarterly indicators table, Table 2 below, will be included in Quarterly Reports and will include only those indicators that are reported on a quarterly basis.

TABLE 2: AGBIZ QUARTERLY INDICATORS REPORTING

	Program Results Category and Indicator
	1. Increased 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 new/additional Producer Organizations receiving assistance
Post Farm-Gate Levels	2.3 Number of new/additional Agriculture-related Firms receiving assistance
	2.4 Number of new/additional 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\$)
	4.4 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, prioritized and presented to potential advocacy groups for them to present to the Government
	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. It will also enable us to more effectively monitor and evaluate Program performance and improve the efficiency of our M&E activities.

Explanation for Proposed Revisions to the Standard Indicators that USAID Reports Regarding AgBiz Performance

The following section describes modifications in the PMP for the specific indicators USAID reports to Washington. The numbering presented is the USAID numbering, not the AgBiz indicator numbers. For clarity words that make the indicators titles more clear are capitalized in the USAID indicator statements.

Indicators Reported Quarterly

The following indicators are reported quarterly, on a FY basis and are sources from AgBiz Activities, not Projects.

4.5.2. D.³ Number of ADDITIONAL agriculture-related firms benefiting directly from USG supported interventions

In FY '09 AgBiz assisted 130 additional agriculture-related firms. The agribusinesses that AgBiz assists are already established export-oriented companies. This indicator includes firms that receive direct benefits through Project support, identification of potential financing, etc. The indicator also counts firms who receive benefits by participating in an AgBiz sponsored Activity, including training, study tours, trade fairs and B2B meetings. It includes AgBiz supported dealers, traders, processors, distributors, business services providers, input suppliers, etc. For many types of AgBiz assistance the same agribusiness may be supported several times, but the AgBiz MIS counts the company only once.

The AgBiz Target for FY' 10 was to assist at least 74 additional agribusiness firms. The actual Result achieved (91 additional agribusiness assisted) in FY '10 is being slightly increased due to the somewhat greater than anticipated number of agribusiness served to date. With the previous version of the PMP revised and approved in 2009 no additional agribusinesses were anticipated to receive assistance in FY'11. Assuming that AgBiz' request for No-Cost Extension (NCE) is approved and timeframe for implementing additional USG supported interventions is extended, additional 117 agriculture-related firms are targeted to directly benefit in FY'11.

Proposed Revision:

Indicator title	CURRENT Indicator Results & Targets			REVISED Indicator Results & Targets		
	FY '09 Actual	FY '10 Target	FY '11 Target	FY '09 Actual	FY '10 Actual	FY '11 Target
4.5.2.D Number of <u>additional</u> agriculture-related firms benefiting directly from USG supported interventions	130	74	0	130	91	117

4.5.2. G TOTAL number of individuals who have received USG-supported short term agricultural sector productivity training

These data are obtained from the List of Participants, Participant Evaluation Form and Post Evaluation Reports prepared by the responsible Coordinator/Consultant for each Activity.

In FY '09 AgBiz provided short term agriculture sector productivity training to 544 individuals, while in FY '10 short term productivity training was provided to 601 individuals. The remarkable increase of individuals trained in FY'10 versus the number anticipated is due to the updated FY '10 activities plan conceptualized to increase both human capacity and SMEs' competitiveness.

With the previous version of the PMP revised and approved in 2009, a total number of 10 individuals were anticipated to receive short term training in FY'11. Assuming that AgBiz' request for No-Cost

³ The numbering of the Indicators is according to USAID MIS

Extension (NCE) is approved and timeframe for implementing additional USG supported interventions is extended, a total of 1,046 individuals are targeted to receive agricultural sector productivity training in FY'11.

Proposed Revision:

Indicator title	CURRENT Indicator Results & Targets			REVISED Indicator Results & Targets		
	FY '09 Actual	FY '10 Target	FY '11 Target	FY '09 Actual	FY '10 Actual	FY '11 Target
4.5.2.G <u>Total</u> number of individuals who have received USG supported short term agricultural sector productivity training	544	168	10	544	601	1,046
Number of women trained	107	17	5	107	143	250
Number of men trained	437	151	5	437	458	796

4.5.2. K Number of ADDITIONAL producer organizations, water users associations, trade and business associations, and community-based organizations receiving USG assistance

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. Producer organizations refer to organizations of farmers brought together to coordinate production, purchase of inputs and/or cooperatively market their products. During FY 2009 AgBiz prioritized PO and Trade Association activities, and as a result supported 26 POs and Trade Association. Based on AgBiz focused efforts to support POs and Trade Associations, and association development progress to date, three additional new associations were targeted to be supported and established. Therefore, in FY '10 AgBiz provided assistance to an additional two POs and Trade Associations and Business Organizations.

With the previous version of the PMP revised and approved in 2009 no additional POs and Trade Associations and Business Organizations were anticipated to receive assistance in FY'11. Assuming that AgBiz' request for No-Cost Extension (NCE) is approved and timeframe for implementing additional USG supported interventions is extended, additional 10 POs and Trade Associations and Business Organization are targeted to receive USG assistance in FY'11.

Proposed Revision:

Indicator title	CURRENT Indicator Results & Targets			REVISED Indicator Results & Targets		
	FY '09 Actual	FY '10 Target	FY '11 Target	FY '09 Actual	FY '10 Actual	FY '11 Target
4.5.2.K Number of <u>additional</u> producers organizations, water users associations, trade and business associations, and community-based organizations receiving USG assistance	26	3	0	26	2	10

ANNUAL/CALENDAR YEAR REPORTED INDICATORS

For the last four indicators that are a part of the standard USAID Indicators AgBiz can provide only calendar year data as agreed and approved by USAID. Also for three of the following indicators AgBiz proposes a new LoP percentage calculation methodology. The previous LoP Objectives were calculated as an average annual increase. To measure the overall impact and benefit of business expansion Projects (following the “before and after” principle), we propose reporting percentage performance achieved over the baseline. Therefore, the number shown in the Revised LoP Projection column is the annual percentage increase in the total value of international and intra-regional export and value of purchases calculated over the baseline (CY 2007), and then summarized as an average percentage increased.

Another reason that caused the revision of Project-sourced indicators that should also be taken into consideration is that AgBiz does not use data from an official source like the State Statistics Office. The vast majority of these data are collected from AgBiz Project customers, exposing us to the risk of targets based on customers’ personal opinions and overoptimistic projections.

4.5.2. M TOTAL number of rural households benefiting directly from USG interventions

AgBiz proposes two modifications to the current indicator definition of the “Number of rural households benefiting directly from interventions“. To date a benefiting rural household was 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. For a better reflection of AgBiz overall efforts we are proposing to count 1) each producer directly or indirectly (e.g., as a member of an assisted PO) assisted by AgBiz (no change) 2) each person gaining employment (full-time or seasonal) from a Project (changed from additional FTE employees to total FTE employees) and 3) each individual participating in a Trade Fair, Study Tour, B2B Meeting or being provided technical assistance (added). In addition, we propose the number of rural households benefited over the LoP to be presented as total cumulative number. The modification of 2) and the addition of 3) above, has caused the total number of rural households benefiting directly from interventions to be increased and it was 28,405 in CY '09, and will be 38,926 in CY '10 and 39,907 in FY'11, assuming the NCE is approved. Because Project data is only available on a calendar year basis, this indicator will only be reported on an annual basis and for calendar years.

Proposed Revision:

Indicator title	CURRENT Indicator Results & Targets			REVISED Indicator Results & Targets		
	FY '09 Target	FY '10 Target	FY '11 Target	CY '09 Actual	CY '10 Target	CY '11 Target
4.5.2.M TOTAL number of rural households benefiting directly from USG interventions	1,380	1,268	777	28,405	38,926	39,907

As explained under Issues above, the major reason for the downward adjustments in the following indicators is the overly optimistic projections of grantees combined with the negative impact of the global economic crisis.

4.5.2. Q Percent change in value of international exports of targeted agricultural commodities as a result of USG assistance

In early 2008 it was difficult to predict the substantial negative effects of the economic crises. However, in late 2008 and in all of 2009, the global economic crises and the microeconomic instability of export markets negatively affected Macedonian exports of agriculture-based products. This impact was not anticipated when the original Project-sourced indicators were established. Managers of companies applying for Project support tended to be quite optimistic regarding their growth projections. In 2009 significantly reduced orders from foreign buyers were experienced (for example -20% for frozen vegetables in volume compared to the previous season). Thus, some AgBiz Project customers redirected their regional exports into the national market and their international sales to regional markets, resulting in reduced international and regional sales and increased domestic sales respectively. These factors resulted in the CY '09 actual cumulative percent change in the value of international exports being 10% rather than the projected 33%. For the same reasons the projection for CY' 10 has been adjusted downward from 32% to 7%.

Assuming the NCE is approved, we anticipate that the combination of technical assistance and efforts that will be undertaken in the NCE period would highly affect our Project customers' agribusinesses and result in 5% increased sales.

Proposed Revision:

Indicator title	CURRENT Indicator Results & Targets			REVISED Indicator Results & Targets		
	FY 09 Target	FY 10 Target	FY 11 Target	CY 09 Actual	CY 10 Target	CY 11 ⁴ Target
4.5.2.Q Percent change in value of international exports of targeted agricultural commodities as a result of USG assistance	33%	32%	18%	10%	7%	5%

4.5.2. R Percent change in value of intra-regional exports of targeted agricultural commodities as a result of USG assistance

The global economic crises and the microeconomic instability of export markets negatively affected Macedonian exports of agriculture-based products in late 2008 and in all of 2009. This impact was not anticipated when the original Project-sourced indicators were established. Managers of companies applying for Project support tended to be quite optimistic regarding their growth projections based on previous years positive trends. On the other hand, the Macedonian agribusinesses are challenged to maintain the existing share on traditional regional markets. The change from FY to CY targets and the change in percent change calculation methodology also caused the need for changes in inter-regional exports results and projections. For these reasons the CY '10 projection has been adjusted upward from 32% to 52%.

Assuming the NCE is approved, we anticipate that the combination of technical assistance and efforts that will be undertaken in the NCE period would highly affect our Project customers' agribusinesses. Therefore, the anticipated value of intra-regional sale to be attained in the period from January through March, 2011 are projected on the basis of the results reported by Project customers Grantees for the same period in 2010, and incorporated in the LoP Objectives.

⁴ Since AgBiz term is only until March 2011 it is impossible to collect data for CY '11 because that data would only be available in March 2012.

Proposed Revision:

Indicator title	CURRENT Indicator Results & Targets			REVISED Indicator Results & Targets		
	FY 09 Target	FY 10 Target	FY 11 Target	CY 09 Actual	CY 10 Target	CY 11 Target
4.5.2.R Percent change in value of intra-regional exports of targeted agricultural commodities as a result of USG assistance	33%	32%	29%	24%	52%	32%

4.5.2. T Percent change in value of purchases from smallholders of targeted commodities as a result of USG assistance

The change of methodology of calculation is most evident with this indicator. Although the value of purchases from smallholders was reduced in CY 2009 versus CY 2008 because of the negative effects of the economic crises, these amounts compared to the baseline (CY 2007) showed an increase of 55% in CY 2009 and are projected to show a 51% increase in CY 2010. This CY 2010 reduction in the percentage increase of the cumulative average value of purchases versus the cumulative average CY '09 percent increase is due to a projected decrease (-6%) in purchases in CY '10 due to inventory carryover and very conservative (+4%) total sales projections.

Assuming the NCE is approved, we anticipate that the combination of technical assistance and efforts that will be undertaken in the NCE period would highly affect our Project customers' agribusinesses. Therefore, the anticipated values of purchases of raw materials to be attained in the period from January through March, 2011 projected on the basis of the results reported by Grantees for the same period in 2010, and incorporated in the LoP Objectives.

Proposed Revision:

Indicator title	CURRENT Indicator Results & Targets			REVISED Indicator Results & Targets		
	FY 09 Target	FY 10 Target	FY 11 Target	CY 09 Actual	CY 10 Target	CY 11 Target
4.5.2.T Percent change in value of purchases from smallholders of targeted commodities as a result of USG assistance	25%	25%	25%	55%	51%	44%

3.0 DETAILED INFORMATION ON AGBIZ PMP INDICATORS

Table 3 presents abbreviated Indicator Reference Sheets that define indicators and detail data collection procedures. The format has been adapted from the (Foreign Assistance Coordination and Tracking System) FACTS indicator reference sheets for the Program Results Categories. Only minor clarifications to the current Indicators, that are underlined and highlighted, are proposed.

TABLE 3: INDICATOR DEFINITIONS AND COLLECTION PROCEDURES	
<u>Program Results Category 1: Increased Raw Material Purchases and Products Marketing</u>	
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	<u>Total value of Customer purchases during the CY (in Euros) from smallholders over the base line purchases</u>
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 base year) 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 <u>the base line</u> . Increase = $100 \times (\text{sales this year minus sales base line year}) / \text{sales base line year}$. The LoP Increase = $[\text{Sum of all years' increase plus } 100 \times (\text{sales CY'11 Q1 minus sales CY'10 Q1}) / \text{sales CY'10 Q1}] / 3 \text{ years and 1 Quarter}$
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 base line
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 <u>base line</u> 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

TABLE 3: INDICATOR DEFINITIONS AND COLLECTION PROCEDURES

Method of Collection	Customers Quarterly Progress Reports spot verified by the responsible VCC
Frequency of Reporting	Annual
Indicator	1.4 Percentage increase (over the base year) of value of sales into domestic market
Definition	The increase in sales over the <u>base line</u> year, expressed as a percentage. Increase = $100 \times (\text{sales this year minus sales } \underline{\text{base line}} \text{ year}) / \text{sales } \underline{\text{base line}} \text{ year}$ The LoP Increase = $[\text{Sum of all years' increase plus } 100 \times (\text{sales CY'11 Q1 minus sales CY'10 Q1}) / \text{sales CY'10 Q1}] / 3 \text{ years and 1 Quarter}$
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 <u>base line</u> 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 <u>base line</u> 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	Total value during the CY of Euros of sales over the <u>base line</u> value, 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 base year) of intra-regional exports
Definition	The increase in sales to regional markets over the <u>base line</u> year, expressed as a percentage increase. Increase = $100 \times (\text{sales this year minus sales } \underline{\text{base line}} \text{ year}) / \text{sales } \underline{\text{base line}} \text{ year}$ The LoP Increase = $[\text{Sum of all years' increase plus } 100 \times (\text{sales CY'11 Q1 minus sales CY'10 Q1}) / \text{sales CY'10 Q1}] / 3 \text{ years and 1 Quarter}$
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 <u>base line</u> 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	CY Total Euro Value of sales, sales <u>over the base line value</u> 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

TABLE 3: INDICATOR DEFINITIONS AND COLLECTION PROCEDURES

TABLE 3: INDICATOR DEFINITIONS AND COLLECTION PROCEDURES	
Indicator	1.8 Percentage increase (over the base year) of international exports
Definition	The increase in sales to the international market over the <u>base line</u> year, expressed as a percentage increase. Increase = $100 \times (\text{sales this year minus sales } \underline{\text{base line}}) / \text{sales } \underline{\text{base line year}}$ The LoP Increase = $[\text{Sum of all years' increase plus } 100 \times (\text{sales CY'11 Q1 minus sales CY'10 Q1}) / \text{sales CY'10 Q1}] / 3 \text{ years and 1 Quarter}$
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 <u>base line year</u> , 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	<u>CY Total Euros</u> of total Project customer sales, <u>over the base line value</u> 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 base year) of total sales
Definition	The increase in total sales over the <u>base line</u> year, expressed as a percentage increase. Increase = $100 \times (\text{sales this year minus sales } \underline{\text{base line year}}) / \text{sales last year}$ The LoP Increase = $[\text{Sum of all years' increase plus } 100 \times (\text{sales CY'11 Q1 minus sales CY'10 Q1}) / \text{sales CY'10 Q1}] / 3 \text{ years and 1 Quarter}$
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 <u>base line year</u> , 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

TABLE 3: INDICATOR DEFINITIONS AND COLLECTION PROCEDURES	
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 <u>Additional</u> 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
Source of Information	Project Records, <u>Activity Post Evaluation Form</u> , especially Activity Results 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	2.2 Total Cumulative 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 person gaining employment (full-time or seasonal) from a Project; and 3) each individual participating in a Trade Fairs, Study Tour, B2B Meetings or being provided technical assistance,
Rationale	From FACTS: “tracks access to services”
Units of Measure and Disaggregation	Number of households, disaggregated by value chain
Source of Information	1) <u>Activity Post Evaluation Form</u> / Activity Results 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	<u>Annual</u>
Indicator	2.3 Number of <u>Additional</u> 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

TABLE 3: INDICATOR DEFINITIONS AND COLLECTION PROCEDURES	
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	2.4 Number of <u>Additional</u> 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, <u>Activity Post Evaluation Form</u> , especially Activity Results 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.
<u>Program Results Category 3: Building Human Capacity</u>	
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 Total 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 Total number of female 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 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
<u>Program Results Area 4: Investment Stimulated and Leveraging Achieved</u>	
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 1) Customers supported by a Project and 2)

TABLE 3: INDICATOR DEFINITIONS AND COLLECTION PROCEDURES

	<u>Customers Participating in Activities</u> . Investment may be for upgrading equipment, marketing, <u>market assessments</u> 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 AgBiz customers.
Source of Information	Values provided by company managers in Project Quarterly Progress Reports and <u>Activity Post Evaluation Form /Activity Results Reports</u> .
Method of Collection	<u>Customers Quarterly Progress Reports and Activity Results Reports</u> spot verified by the responsible VCC/AC.
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, <u>marketing or any other investment related to increasing competitiveness, production and sales</u> 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, <u>aside from the cost share of other domestic and foreign organizations, as well as governmental institutions, into AgBiz activities</u> .
Units of Measure and Disaggregation	US\$
Source of Information	Customers
Method of Collection	<u>Activity Post Evaluation Form / Activity Results Reports</u> and 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
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

TABLE 3: INDICATOR DEFINITIONS AND COLLECTION PROCEDURES	
	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
<u>Program Results Area 5: Increased Access to Finance</u>	
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
<u>Program Results Category 6: Increased Employment</u>	
Indicators refer to the number of jobs created in AgBiz customer firms, adjusted to full-time equivalents.	
Indicator	6.1 Total 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 Total 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).

TABLE 3: INDICATOR DEFINITIONS AND COLLECTION PROCEDURES	
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 (over base year)
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 $100 \times (\# \text{ FTE} - \# \text{ FTE (beginning of project)}) / \# \text{ FTE at beginning of a Project}$. The LoP Increase = $[\text{Sum of all years' increases} + 100 \times (\# \text{ FTE CY'11 Q1} - \# \text{ FTE CY'10 Q1}) / \# \text{ FTE CY'10 Q1}] / 3 \text{ years and 1 Quarter}$
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
<u>Program Results Category 7: Policy and Institutional Reform</u>	
Indicators refer to the number of policy and institutional reforms identified and prioritized	
Indicator	7.1. Number of policy and institutional constraints identified, prioritized and presented to potential advocacy groups for them to present to the Government
Definition	Refers to AgBiz work with customers, especially through relevant associations and POs, to identify and prioritize policies and/or institutions that constrain the export competitiveness of participants in the selected value chains, and to present high priority reform suggestions to groups that can advocate for their adoption to the GoM.
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, especially entities that are in a position to advocate for the needed reforms.
Units of Measure	Number of policy and institutional reforms identified, prioritized and presented to possible advocacy groups.
Source of Information	VCCs who are in ongoing contact with customers regarding policy and institutions constraints to their competitiveness. Quarterly staff meetings will prioritize the constraints based on their 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, including what entity is in the best position to advocate for reforming the policy or institutional constraint.
Method of Collection	Reports from the Value Chain Coordinators and other relevant AgBiz staff.
Frequency of Reporting	Quarterly, summarized annually
<u>Program Results Category 8: Outreach</u>	
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

TABLE 3: INDICATOR DEFINITIONS AND COLLECTION PROCEDURES

	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
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 the indicators involve percentage increases, and thus require baseline data from customers. This includes Increased purchases from smallholders (1.2), 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 provides 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 was not 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 keeps records of the baseline and Quarterly Report data for each Project customer assisted, and compiles these data via the M&E MIS for Project as well as Activity indicators.

COLLECTING ONGOING INDICATOR DATA

Ongoing results data will be collected via utilization of a Quarterly Progress 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. Six Quarterly Reports have been received from the first batch of grantees and five Quarterly Reports from the second batch of grantees. These data have been entered into the M&E MIS system. However, the first 19 Projects ended in March 2010 in terms of AgBiz disbursement, and AgBiz will no longer need to closely monitor Project customers' procurement and disbursement practices. AgBiz VCCs will therefore monitor Quarterly performance via internally developed Quarterly Reports, but will collect only an Annual Report from Grantees. While USAID reports on a Fiscal Year, our customers only track detailed data on a calendar year basis. We reported actual calendar year 2009 increased values and percentages in the 2nd Quarter FY '10 Quarterly Report, and will report calendar year 2010 and LoP indicator results in the Final Report.

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 for Section 1., is derived from Project customers in the AgBiz supported value chains. These data will come from their business records and be reported by Project Coordinators (PCs) in Quarterly Progress Reports with managerial estimates for each category of sales. The Grantee is required to submit an Annual (calendar year) Progress Report. The PC assigned to each Project is responsible for ensuring that the reported data is correct in each customer's Annual Progress Report. They validate the accuracy of data by making regular visits to Project customers.

After Reports have been checked for completeness and accuracy by the VCC they will be submitted to the M&E Specialist who will enter the data into the M&E MIS. The M&E Specialist is responsible for

maintenance of spreadsheets to track data, and for producing AgBiz Quarterly and Annual Reports. The DCoP for Finance, Administration & Compliance is responsible for Program 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, and for evaluating indicator data versus projections and Program objectives.

5.0 INDICATOR TARGETS

Indicator projections for calendar 2010 and LoP are based on updates of pre-2010 performance and 2010 projections. This means that as we collected and upgraded grantee data submitted to us, we realized that the actual “increased” numbers were varying from projected numbers for reasons explained in Section 2, and therefore initiated the update. In addition AgBiz submitted a Request for a No-Cost Extension of three months with additional activities and results. Therefore, the anticipated values of purchases of raw materials and sales to be attained in the period from January through March, 2011 are projected on the basis of the results reported by Projects customers for the same period in 2010, and incorporated in the LoP Objectives. The increased values and percentage change that are anticipated to be additionally generated are presented in the last two columns of Table 4 below, depending on Program’s completion date (March 18th or June 18th, 2011) and LoP.

The following table shows cumulative indicator achievements thru December 31, 2009 and projections for calendar 2010, first quarter 2011 and LoP.

TABLE 4. CALENDAR '10, CALENDAR '11 (Quarter 1) AND LOP PROJECTIONS (Reported on Calendar Year Basis)				
INDICATORS	CUMULATIVE RESULTS ACHIEVED (thru Dec. 31, 09)	REVISED PROJECTION		
		CY'10 CUMULATIVE OBJECTIVES (thru Dec. 31, 2010)	CY'11 OBJECTIVES (To be achieved Jan - Mar, 2011)	LoP CUMULATIVE OBJECTIVES (thru Program End June 18, 2011)
1. Increased Production and Marketing				
1.1. Increased value (in 000 Euros) of purchases of raw materials made from small holder producers	4,365,801	4,089,285	-69,263	4,020,021
1.2 Percentage increase in the value of purchases of raw materials made from small holders producers	55%	51%	-13%	44%
1.3. Increased value (in 000 Euros) of sales into national market by customers	1,846,892	2,490,833	68,747	2,559,580
1.4 Percentage increase of sales into national market	48%	65%	7%	47%
1.5. Increased value (in 000 Euros) of intra-regional exports by customers	2,338,952	5,002,935	122,460	5,125,395
1.6 Percentage increase of intra-regional exports by customers	24%	52%	9%	32%
1.7. Increased value (in 000 Euros) of international exports	791,052	499,966	39,841	539,807
1.8 Percentage increase of international exports by customers	10%	7%	4%	5%
1.9 Increased value (in 000 Euros) of total sales by assisted customers	4,976,896	7,993,734	231,048	8,224,782
1.10 Percentage increase of total sales	24%	38%	7%	25%
2. Increased Coverage of AgBiz Customers				
2.2 Number of rural households directly benefiting from interventions*	28,405	38,926	981	39,907
6. Increased Employment				
6.1 Number of equivalent male jobs created by supported customers	417	374	29	403
6.2 Number of equivalent female jobs created by supported customers	144	119	18	137
6.3 Percentage increase in full time equivalent (FTE) jobs by supported customers	52%	46%	5%	39%

* The "Number of rural households benefited" is a total cumulative number of rural households that benefited from AgBiz direct interventions over LoP

TABLE 5. FISCAL YEAR 2010 AND 2011 AND LOP PROJECTIONS (Reported on Quarterly Basis, Summarized Annually)				
INDICATORS	ACTUAL RESULTS ACHIEVED		REVISED PROJECTION	
	FY'10 Results	LoP Results	FY'11 Projection	LoP Projection
1. Increased Production and Marketing				
1.11 Value of new orders (in 000 Euros) from Trade Fairs, B2B, and Fast Track (FT) Projects	8,483,270	12,414,000	2,810,000	15,224,000
1.12 Number of new customers from Trade Fairs, B2B, and FT Projects	188	388	31	419
2. Increased Coverage of AgBiz Customers				
2.1. Number of Producer Organizations receiving assistance	1	26	8	34
2.3 Number of Agriculture-related Firms receiving assistance	91	221	117	338
2.4 Number of Trade and Business Associations receiving assistance	1	4	2	6
3. Building Human Capacity				
3.1 Number of male individuals who have received short-term agriculture or agribusiness productivity enhancement training	458	1,167	796	1,963
3.1 Number of female individuals who have received short-term agriculture or agribusiness productivity enhancement training	143	340	250	590
4. Value of Investment Stimulated				
4.1 Value of customer investment stimulated (000 US\$)	1,651,220	9,468,000	232,000	9,700,000
4.2 Value of third party domestic investment stimulated (000 US\$)	0	0	0	0
4.3 Value of total domestic investment stimulated (000 US \$)	1,651,220	9,468,000	232,000	9,700,000
4.4 Value of Foreign Direct Investment stimulated (000 US\$)	0	0	0	0
4.5 Leveraging Achieved by AgBiz (%)	18%	14%	26%	15%
5. Increased Access to Finance				
5.1. Value of customer financing identified (potential loans) (000 US\$)	736,240	7,184,000	250,000	7,434,000
5.2. Number of customers provided access to finance assistance	11	40	11	51
7. Policy and Institutional Reform				
7.1 Policy and Institutional Constraints Identified	9	22	21	43
8. Outreach				
8.1 Number of produced success stories	11	38	14	52
8.2 Number of media exposures (TV, Radio and Newspaper)	59	143	22	165

As previously explained, value increase indicators from Project grantees related to the purchase of raw materials, sales, number of new FTE employees generated from Projects will be lower than originally projected mainly due to the Economic Crises. But the number of rural households benefitted and Value of New Orders from Trade Fairs, B2Bs and Value of Domestic Investment Stimulated show an over achievement compared to previous projections.

In the columns for Calendar 2010 we present indicator projections as provided by the grantees for Projects during the Projections Revision process, and based on staff estimates for Activities.

The nominal indicators that relate to LoP projections for Raw Material Purchases (1.2), Products Marketing (1.4; 1.6; 1.8 and 1.10) and Increased Employment (6.3) as presented in the Table 4: Calendar 2010 and LoP Projections are different as explained in Section 2.

The LoP percent change Projections are different due to a modification in the calculation methodology. Previous LoP Objectives were calculated using an average annual increase. To measure the overall impact and benefit of business expansion Projects (following the “before and after” principle), we propose reporting performance achieved over the baseline and then summarized and incorporated in LoP projections. Therefore, the number shown in the Revised LoP Projection column is the cumulative percentage increase in the value of purchases or sales and number of FTE jobs over the baseline (CY2007).

Table 5 shows the Revised Results for CY 2009 and CY2010 and the Objectives for CY 2011.

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 Technical 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	_____	_____	_____	_____
19	_____	_____	_____	_____
20	_____	_____	_____	_____

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. What was your role in planning and implementation of this training?

3.1 If the training was not conducted by AgBiz staff, what problems, if any were encountered 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?

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. COST

Please insert Budget from Activity description, LOI or SOW.

5. 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	_____	_____	_____	_____
19	_____	_____	_____	_____
20	_____	_____	_____	_____

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 Business to Business 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 RESPONISBLE 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: MIS SPECIFIC DATA

2. 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:

- 11. _____
- 12. _____
- 13. _____
- 14. _____
- 15. _____
- 16. _____
- 17. _____
- 18. _____
- 19. _____
- 20. _____

4. Cost

Please insert Budget from Activity description, LOI or SOW.

5. The following question applies if Business to Business 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	

6. MIS Code: _____

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

SECTION D: 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** _____

ATTACHMENT D: ACCESS TO FINANCE

D-1 Customer Financing Identified Form

Customer Name/Organization: _____

Agricultural Processing Firm: <u>Y/N (circle one)</u>
Agricultural Marketing Firm: Y/N (circle one)
Agricultural Production/Harvesting Firm: Y/N (circle one)
Agribusiness Related Firm: <u>Y/N (circle one)</u>
Other Agbusiness Related Firm: <u>Y/N (circle one)</u>
Producer Organization: <u>Y/N (circle one)</u>
Trade and Business Association: <u>Y/N (circle one)</u>
Other Firms Not Mentioned Above: <u>Y/N (circle one)</u>

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 - GRANT FINAL TECHNICAL REPORT

This Final Technical Report is due within 30 days of the grant end date but beforedate.

Name of Grantee:

Grant Number:

Grantee Address:

Grantee Telephone Number:

Person Responsible for Final Report:

Grant Period:

A. Brief comparison of actual Project accomplishments compared to Project goals and objectives.

- Objective:
- Accomplishment:

- Objective:
- Accomplishment:

- Objective:
- Accomplishment:

B. Reasons why any established Project objectives were not met, if that was the case.

C. Other pertinent information - including an explanation of any under accomplishment of projected Project indicators, key lessons learned or Award Budget deviation explanations.

	Date	Signature
Prepared by: Grantee		
Reviewed and approved: Project Coordinator		
Reviewed and approved: Chief of Party		

Site Visits USAID, AgBiz, or their designees, may make site visits, as needed.

Attachment 5 - 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 Project Report for Completed Projects

USAID’s 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.)

Date Submitted: _____

Project Number: _____

Primary Contact: _____

Address: _____

Phone: _____

E-mail: _____

Brief Project Description:

Start Date of Contract: _____ End Date of Contract: _____

Project Coordinator:

PROJECT RESULTS UPDATE

1. Ongoing Impact of the in the Project Experienced During the Reporting Period

Please describe the important ongoing impacts of the Project supported by AgBiz that were realized during the reporting period? Has the Project achieved the ongoing benefits anticipated? Have any new benefits been realized?

2. Problems Encountered

Please describe and explain any problems experienced regarding achieving the planned objectives of the Project.

3. Plans for Resolving any Implementation Problems

Please describe your plans for resolving the implementation problems described in #2 above, if any. Can AgBiz or another organization/institution help you? If so how?

4. Implementation of Environment Recommended Measures

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

5. Indicators Achieved

<i>Indicators</i>	<i>Results this Quarter</i>
	XXXXXXXXXX
<i>Value of Agricultural Raw Material Purchases during the period (MKD)</i>	
<i># of producers (gatherers) from whom agricultural products are purchased</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 and Albania)</i>	
<i>Value of International Export Sales (MKD)</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>Investments made by Third Party (MKD) (Investments made in the company by other than the owner)</i>	<i>Domestic</i>
	<i>Foreign</i>

Attach additional sheets as necessary. Attach any relevant photographs, charts or other documentation that helps demonstrate the ongoing benefits from the AgBiz Project.)

Signature – Authorized Signer

Date

U.S. Agency for International Development

Macedonia

U.S. Embassy

Samoilova 21

1000 Skopje, Macedonia

Tel: (+389 2) 310-2000; Fax: (+389 2) 310-2463

<http://macedonia.usaid.gov>