



USAID | **WEST BANK/GAZA**
FROM THE AMERICAN PEOPLE

PROJECT MONITORING AND EVALUATION PLAN “PMEP”

West Bank and Gaza Compete Project

July 31, 2012

This publication was produced for review by the United States Agency for International Development.
It was prepared by DAI

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PERFORMANCE MONITORING AND EVALUATION PLAN

PURPOSE

Monitoring progress and evaluating results are key management functions in any performance-based management plan. Performance monitoring is an on-going process that allows managers to determine whether or not an activity is making progress towards its intended results. Performance information plays a critical role in planning and managing decisions. Evaluation is the periodic assessment of a project's relevance, performance, efficiency, and impact—both expected and unexpected—in relation to stated objectives. The strength of monitoring and evaluation lies in its ability to provide timely performance information which is used to manage for results and to improve project performance.

Analysis and communication are also important elements of performance management. The project will not only collect performance and impact data; it will add value to the raw data by performing appropriate analysis and providing context for data interpretation, thereby transforming raw data into useful information. Finally, this information is conveyed to relevant internal and external parties through communications (i.e. knowledge sharing) and achieves impact as knowledge is acted upon.

The Compete Monitoring and Evaluation Plan (PMEP) will capture performance data needed to measure progress toward the project's outputs, outcomes, and results. This information will be easily accessible to USAID and project staff to enable continuous monitoring of activities to assess whether planned activities are on track in achieving the intended results, replicating successes or falling short of expectations, and therefore in need of corrective actions.

EVALUATION METHODOLOGY

The evaluation methodology will focus on systematic collection and analysis of information related to outputs and the impact of The Compete Project.

The M&E system is designed to involve all technical team members and project counterparts. This approach has several benefits.

Efficiency. Because technical team members and counterparts have first-hand knowledge of their activities and resulting impacts, they are best suited to efficiently collect and verify basic M&E data in their respective technical areas.

Ownership. By being involved in project M&E efforts, technical team members can ensure that the information generated is relevant and consistent with the interests of the project while our counterparts will see the demonstrated success of reforms.

Feedback. Having collected and analyzed M&E information, technical team members and counterparts will be aware of project progress and will be able to use M&E information to guide project implementation.

Throughout the life of the project, the linkage between inputs, activities, outputs and goals will be monitored and evaluated through the use of the GEO-MIS application, and through regular documentation of the program activities carried out on an ongoing basis,

To ensure the reliability of data collected for each indicator, the methodology will complement primary data collection with a series of interrelated data collection activities such as structured interviews, focus groups and

field visits. The M&E Specialist will develop assessment instruments and activities enabling program staff to collect and analyze data that is both descriptive and prescriptive.

PROJECT OBJECTIVES/RESULTS FRAMEWORK

A results framework is a planning, communications, and management tool. It conveys the development hypothesis implicit in project goal and objectives as well as the cause-effect relationships between key result areas (KRA), project intermediate results (PIR), and project objectives. Therefore, the RF provides a foundation for work planning and performance monitoring. To ensure a sound foundation, Compete work planning began with a critical review of the RF by Compete technical staff. During the review, technical issues were considered, potential activities and solutions discussed and key results debated. This resulted in a consensus Compete Results Framework that is presented in Annex A.

DATA ACQUISITION, ANALYSIS AND REPORTING

The Compete team will work closely with partner institutions and organizations to collect data on an appropriate periodic basis. Where necessary, new data collection systems will be developed to facilitate the analysis and reporting on PMEP indicators on a quarterly, semi-annual, annual basis as well as for the end-of-project. The project will use simple databases or tally sheets for tracking the indicators and furnish training and assistance for staff and partner organizations to assure that quality data is collected and validation and analyses are completed. Periodic data sampling will be conducted for data quality assurance. Any data limitations discovered will be discussed with partners and USAID. Joint field visits with USAID teams will help gauge information from data collection and analysis against field observations

The project team will organize rapid surveys or data sampling exercises to complete the data provided in the partners' reports or to verify its validity. Periodic impact studies may also be conducted to gain additional information from stakeholders and clients to evaluate project impacts and highlight success stories.

The project's M&E Specialist will ensure that appropriate and reliable data is collected, analyzed, and reported on a periodic basis. Although the M&E Specialist is responsible for this task, active involvement of each sector technical staff and especially Component Leads is required to ensure that the monitoring and evaluation system is effectively integrated into the project as part of its overall management system and approach.

All relevant data provided will be included in Geo-MIS monthly reports as well as quarterly and annual progress reports. A report on the performance indicators will be tailored to USAID internal reporting requirements and will include a comments section which contains a presentation of actual results compared to targets, a discussion of major achievements, and if necessary a discussion of major constraints that hampered the progress in achieving the planned results and ways to address them.

CRITICAL ASSUMPTIONS

In designing the M&E system, we focused on indicators within the manageable interest of the activity. This approach allows the project to measure impacts that can to a large extent, be attributed to the project. The project's ability to demonstrate improvement in these measures is based on the following assumptions:

- Absence of socio-political instabilities, including national and regional political and civil instabilities
- Access to available statistics and cooperation in conducting surveys

- Identifying appropriate partners and private sector bodies willing to comply with USAID Mission Order 21 requirements.

WRITTEN PROCEDURES /PROTOCOLS FOR DATA COLLECTION, ANALYSIS & DOCUMENTATION

Baseline Numbers

- Baseline data will be collected only once unless for new indicators.
- Data will be collected through a special form for each sector developed by M&E team and that emphasizes the same source (primary / secondary) every time collected, date of collection, method of collection (interviews / field visits to the targeted companies / questionnaire / simple survey).
- Data will be collected from two sources as much as possible.
- Compete Component Leads/ sector technical staffs are responsible for this task.
- M&E team will review these data to ensure that these numbers meet the five data quality standards: validity, reliability, timelines, precision, integrity.

Performance / Results Indicators

- Data will be collected according to a specific frequency as shown in the Data Matrix and “Performance Indicators Reference Sheets” “ Annex C & D”
- The frequency has been identified to be on equal intervals and to correspond to specific milestones (Quarterly, Semiannually, Annually)
- Data will be collected through a special form for each sector developed by M&E team and that emphasizes the same source (primary / secondary) every time collected, date of collection, method of collection (interviews / field visits to the targeted companies / questionnaire / simple survey).
- Data will be disaggregated by industry, gender and geography, and as necessary.
- Compete Component Leads/ sector technical staffs are responsible for this task.
- M&E team will review these data to ensure that these numbers meet the five data quality standards: validity, reliability, timelines, precision, integrity.
- M&E team will enter the collected data into excel sheets through which numbers are aggregated and posted in a protected formulas in to a master list.

Data Collection Methods:

- Interviews are conducted face to face or on the phone.
- Field visits are conducted at the field.
- Questionnaires, simple surveys are administered by: hand to hand, email, regular mail.
- Sign-in sheets

Electronic Templates / Forms :

- Data Collection Template for each sector (Baseline Numbers / Company Profile).
- Templates for tracking the targeted results in each sector (OP & Management Indicators).
- Excel sheets to enter the collected data, to be posted to a master list for the all sectors using protected equations and formulas.
- Trade Shows / Exhibitions :
 - Exhibitor follow- up Survey Template

- Workshop, Training, Capacity Building ,Seminar :
 - General Template Sign-In Sheet (List of Attendees)
 - Assessment and Follow –up Template
- Other special templates / forms will be designed by time for the four sectors to evaluate the rest of activities and interventions.

Data Analysis & Evaluation

- M&E team will develop templates, forms to capture the impact and feedback from the assisted firms on the implemented activities and interventions.
- Component Leads / sector technical staff are responsible for contacting these firms and ensuring data collection.
- M&E team will conduct on going spot check to validate the collected data.
- Data will be screened before carrying out analysis.
- Quantitative: Comparing actual results with targets (Numeric /Percentage).
- Qualitative: general / informative & specific questions will be included in the developed forms & templates.
- All performance results will be reviewed by M&E team, shared with Component leads, approved by Compete COP.
- Data limitation will be highlighted & reported to USAID
- Revisit the people from whom we need the data multiple times to see how they think their skills have improved as a result of Compete activities and interventions with respect to workshop, training, capacity building as well as other activities.

Documentation

- Hard & soft / scanned copies for all support documents.
- Excel sheets, Geo-MIS, TraiNet, TAMIS.
- All produced reports, bi-weekly, quarterly and annual reports
- All sources & documents related and specific to M&E are available for audit and in any time for the whole project’s life.
- M&E is responsible for this task

Minimizing Bias & Reducing Errors

- Data collected should and will meet USAID DQ standards.
- The same source each time the data is collected.
- The same data collector each time the data is collected” Multiple Settings” -qualified staff (Technical Staff).
- Errors are identified and reported through a systematic review, spot check review and scan of official / commissioned resources and changes in methodology.
- Training programs will be provided by M&E team for the technical staff to minimize the risks to the accuracy of the data and to enhance the trustworthiness of the data.
- Where a simple survey methodology is required, M&E Specialist will oversee the effort and provide training to ensure a standardized and statically sound process.
- Data will be gathered from the appropriate / knowledgeable people at the targeted companies.
- More than one source as much as possible.

- In case of multiple data sources, Compete senior management will critically review and compare each dataset.
- Simple, clear and direct questions.
- Serious consideration will be taken for the credibility of results as well as the collection of the data.
- Obligation of confidentiality to maximize the likelihood that respondents will cooperate effectively in one hand, and to minimize the burden that we place on them.
- Data collector is not the same as data reviewer (Name, Signature)
- On-going review & analysis; when collected & before reporting to USAID
- Periodic monitor all aspects of data collection by M&E Specialist
- When using excel sheets, data will be posted from the original sheet/ primary sheet to the final sheet / aggregated sheet by special & protected formulas (all sheets to be protected).
- Corrective actions are taken immediately once errors are discovered and to be reported to USAID at early stage.
- M&E team has the only access to enter, record any data in the developed excel sheets as well as USAID systems “Geo-MIS, TraiNet”.
- Other Users “ Compete Technical Staff” are allowed for “Read Only”.
- M&E Team as well as Sector Technical Staff will ensure meeting these conditions.
- Changes to data reported to USAID must be approved by COR and the reason should be documented.

Reporting

- All relevant data provided by Compete Project will be included in Geo-MIS quarterly reports, annual progress reports as well as TraiNet.
- Geo-MIS reporting will be presented in terms of incremental numeric data per quarter.
M&E is responsible for this task

OVERVIEW OF INDICATORS, BASELINES, AND TARGETS

The indicators, baselines, and targets are presented in a consolidated format in Annex B. Each indicator directly contributes to one or more Project Intermediate Results (see Results Framework: Annex A). Each indicator linked into one Program Element Code and also classified as Output/ Outcome indicator.

While the indicators included below are intended to be reported on over the life of the project, it is likely that adjustments will be necessary over time. Annually, Compete will review the PMEP in coordination with USAID and modify indicators based on the needs and direction of the project.

Baselines and Targets

Component leads and technical staff will gather baseline data for all indicators included in the PMEP at two levels: (1) through CIBER Assessments and (2) via Compete stakeholder-level surveys to track project impact on its beneficiaries. Both levels of baseline data will inform the finalization of project benchmarks and targets proposed in this PMEP.

Baseline surveys of project stakeholders will be conducted following PMEP design and project indicator validation.

Secondary data sources will be tracked by the Compete M&E team from both Palestinian and international sources, published by other organizations to supplement the Compete stakeholder data and to monitor change over time. Annual M & E Surveys of stakeholders will be conducted by the Compete Team, including in the final year to track beneficiary –level results, recommend program adjustments and report on achievement of project targets.

DATA QUALITY PLAN

It is important that in the data collection process, appropriate standards for data quality are in place. In order to measure and attribute results accurately – for both reporting and management needs-- the M&E Specialist will ensure that collected data should and will meet USAID DQ Standards. The M&E Specialist will also be responsible for carrying out annual Data Quality Assessment reviews as well as ensuring the quality of any data collected by implementing partners to ensure that data utilized for tracking project performance are valid, reliable, and timely in accordance with ADS 203.3.5.1.

Data output is only as good as the data that enters the system, so it is imperative to have quality measures and controls in place up front. Training programs will be provided by M&E team for the technical staff to minimize the risks to the accuracy of the data and to enhance the trustworthiness of the data.

The project will use simple, clear and direct questions. Data collection will utilize uncomplicated, user-friendly tools (such as questionnaires) to ensure that consistent and high-quality data are collected. When program indicators are informed by multiple data sources, the M&E Specialist and Compete senior management will critically review and compare each dataset. For results and indicators where a simple survey methodology is required, M&E Specialist will oversee the effort and provide training to ensure a standardized and statistically sound process.

All data collected will be checked for integrity and accuracy. After data are entered into a program-wide access database and stored in TAMIS, simple validation checks built into the systems will be used to check for missing data, outliers, or other data consistency issues. Typically, to confirm accuracy of data entry, project M&E staff will check 100% of hard copies against entered and compiled data.

Criteria:

Validity

The data adequately represents the program's performance and will be gathered from the appropriate/knowledgeable people at the targeted companies. The primary sources contained in the Compete Records will include interviews and field visits to the targeted beneficiaries, questionnaire results, simple surveys and review of secondary sources. Data contained in the documents is complete and directly measures the activity, well represents the program users, indicates no bias or incentive to misrepresent results, and is gathered by well-trained staff including the M& E Specialist, M& E Coordinator and sector technical team. Furthermore, the data collection method leaves little room for error as Compete project will ensure methodology and calculation with checks and balances that are in place through the design of electronic templates / forms. Corrective actions will be taken immediately once errors are discovered and any changes in the data will be reported to USAID at early stage, approved by COR and the reason should be documented. M&E team has the only access to enter, record any data in the developed excel sheets as well as USAID systems "Geo-MIS and TraiNet" for reporting on indicators and disaggregating the data by industry, gender and geography. From these databases the GEO-MIS will be updated regularly on a monthly or quarterly basis depending on the indicators or activities and their reporting requirements. Any errors been identified will be corrected by methods that might include quantitative analysis, in- depth and on-going review, and spot checks as well as ensuring safeguards are in place to prevent unauthorized changes to the data.

Reliability

Data is collected using stable and consistent processes, preferably from the same source each time. The same collection tool is used for each collection period: (example) the OP Indicator - Number of private sector firms that have improved management practices as a result of USG assistance wherein the Compete M&E team will visit targeted firms to conduct interviews or questionnaires during each collection period to track the intended results and provide updates.

Measures are in place to limit bias and reduce errors include the use of specific and meaningful references, standardize measurement instruments as well as procedures / close ended questions pose by same data collector who will collect information from the same source . The data is reviewed, analyzed and compared once collected either quarterly or semiannually before reporting to USAID at early stage.

Timeliness

Data is current and collected frequently. Data is collected on either quarterly, semi-annually and annually basis through primary sources that include interviews and field visits to the targeted beneficiaries, questionnaire results, simple surveys and review of secondary sources that contains Official statistics by Palestinian Central Bureau of Statistics (PCBS) and published data by international donors, Pal Trade, producers unions, trade associations and the regulating Ministries of the four targeted sectors are being collected. The most current data is available on file and data reporting procedures contain a written schedule for data collection.

Precision

Data has an acceptable margin of error. An acceptable margin of error has been set based on historic data and externally commissioned and secondary reports. Errors are identified and reported through a systematic review, spot check review, and scan of official / commissioned resources and changes in methodology. Any increase in accuracy would be more costly than the value of the information it provides.

Integrity

Data are free of manipulation. Written procedures are in place to reduce the ability to manipulate the data. The Compete Project will focus and carefully design quality templates / questionnaires to reduce any error and bias. Data is reviewed by M&E Specialist and M&E Coordinator in coordination with Component Leads and under direction and consultation with Compete COP. Data comes from a reliable sources and the Compete Project will rely on both project records with direct control over data quality and written procedures; and PCBS as the primary source.

ANNEX A: COMPETE RESULTS FRAMEWORK



ANNEX B: BASELINES AND TARGETS

Program Element Code	Indicator Name	Agri-business Targets				Tourism Targets				ICT Targets				Stone & Marble Targets				OT1 OC2
		Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	
4.2.2 <i>Trade and Investment Capacity</i>	Number of firms receiving USG capacity building assistance to export Note: This indicator will be dropped and replaced next year by: Number of firms meeting International requirements for exports	0																

Program Element Code	Indicator Name	Agri-business Targets				Tourism Targets				ICT Targets				Stone & Marble Targets				OT1 OC2
		Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	
4.5.2 <i>Agricultural/ Sector Capacity</i>	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance Note: This indicator will be dropped and replaced by a new indicator next year	0	10	10	10													

Program Element Code	Indicator Name	Agri-business Targets				Tourism Targets				ICT Targets				Stone & Marble Targets				OT1 OC2
		Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	
4.5.2 <i>Agricultural/ Sector Capacity</i>	Value of exports of targeted agricultural commodities as a result of USG assistance Note: This Indicator will be dropped and replaced next year by: Percent increase in exports of assisted Palestinian firms	35,926,562	5,000,000	10,000,000	20,000,000	NA												
4.6.2 <i>Private Sector Capacity</i>	Number of private sector firms that have improved management practices as a result of USG assistance Note: This indicator will be dropped and replaced by a new indicator next year	0	FY12: 25 FY13: 50 FY14: 50															

Program Element Code	Indicator Name	Agri-business Targets				Tourism Targets				ICT Targets				Stone & Marble Targets				OT1 OC2
		Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	
4.2.2 Trade and Investment Capacity	Percent increase in exports of assisted Palestinian firms	35,926,562	5%	40%	81%	*56,674,923	0%	6%	9%	7,485,000	3%	12%	15%	28,095,475	0%	2%	8%	2
4.2.2 Trade and Investment Capacity	Specific to ICT, Stone and Marble: Percent increase in sales of assisted Palestinian firms	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	7,885,000	3%	12%	15%	40,446,475	0%	3%	9%	2
4.5.2 Agricultural Sector Capacity	Specific to Ag: Percent increase in sales of assisted Palestinian firms	101,928,340	5%	16%	29%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
4.2.2 Trade and Investment Capacity	Market diversification – Number of new markets accessed by assisted Palestinian firms	**7	0	11	15	N/A	N/A	N/A	N/A	*** 2	0	5	10	****6	0	2	3	2

* Bed Nights*Average Expenditure West Bank: 863,947*65.6= 56,674,923

** US, UK, EU, GCC, Saudi Arabia, Jordan and Israel

*** US and Israel

**** US, UAE, Israel, Jordan, China and Qatar

Program Element Code	Indicator Name	Agri-business Targets				Tourism Targets				ICT Targets				Stone & Marble Targets				OT1 OC2
		Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	
4.5.2 Agricultural Sector Capacity	Specific to Ag: Number of new or improved Palestinian products or services produced by assisted Palestinian firms	*0	5	30	50	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
4.7.3 Strengthen Microenter prise Productivity	Percent increase in employment of assisted Palestinian firms (breakdown employment of youth and women)	1690	0%	5%	10%	15,162	0	5%	8%	339	10%	50%	100 %	520	0	2%	3%	2
4.5.2 Agricultural Sector Capacity	Specific to Agriculture: Percentage increase in area under cultivation for export crops (dunums)	3600	10%	15%	25%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2

* The baseline considered as zero in order to develop new or improve products and services.

Program Element Code	Indicator Name	Agri-business Targets				Tourism Targets				ICT Targets				Stone & Marble Targets				OT1 OC2
		Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	
4.7.3 Strengthen Microenter prise Productivity	Specific to Agriculture: Area assisted by adopting new technologies and practices (dunums) (1acre=4.04dunums)	*0	2000 (d)	5000 (d)	10,000 (d)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
4.5.2 Agricultural Sector Capacity	Specific to Agriculture: Additional liters produced by farmers adopting olive oil demo technologies	**7500	12,000	60,000	100,000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
4.5.2 Agricultural Sector Capacity	Specific to Agriculture: Number of fresh herb farmers adopting integrated pest management (IPM)	***0	20	40	60	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1

* The baseline considered as zero in order to introduce new technologies and practices.

** Based on previous USAID's EDIP pilot project in Asira, additional liters produced before the supplementary irrigation: 7200 (60 demo*2 dunums * 60 liters).

*** Fresh herb farmers will implement integrated pest management because none of them were implementing IPM before.

Program Element Code	Indicator Name	Agri-business Targets				Tourism Targets				ICT Targets				Stone & Marble Targets				OT1 OC2
		Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	
4.6.2 Private Sector Capacity	Specific to Tourism: Percent increase in number of bed nights in Palestinian hotels	N/A	N/A	N/A	N/A	1,254,496	0	9%	18%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
4.6.2 Private Sector Capacity	Specific to Tourism Percentage of hotels adopting mandatory hotel classification system <u>2nd year (4&5* hotels)</u> <u>3rd year (all hotels)</u>	N/A	N/A	N/A	N/A	*0	0	40%	90%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
4.7.3 Strengthen Microenterprise Productivity	Specific to Tourism Number of training courses developed and delivered through the hospitality school	N/A	N/A	N/A	N/A	**0	0	8	16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1

* Hotel Classification system will be under development and will be launched in FY13.

** Hospitality School plan, and in service training modules will be under development and will be delivered in FY13.

Program Element Code	Indicator Name	Agri-business Targets				Tourism Targets				ICT Targets				Stone & Marble Targets				OT1 OC2
		Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	
4.7.3 Strengthen Microenterprise Productivity	Specific to Tourism Number Palestinian tourism and hospitality establishments adopting new technology and tools. (such as booking platforms, payment gateways, market access information and corporate social media presence)	N/A	N/A	N/A	N/A	*0	5	10	25	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
4.2.2 Trade and Investment Capacity	Specific to Tourism: Number of new or improved assisted sites and trails	N/A	N/A	N/A	N/A	**0	0	5	10	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2

* New tech solutions and training programs will be developed in FY12 to be implemented throughout the life of the project.

** A National Tourism Working Group will agree on the sites offering highest potential for tourism growth, to conduct an assessment, develop site records, Prioritize intervention to commence implementation.

Program Element Code	Indicator Name	Agri-business Targets				Tourism Targets				ICT Targets				Stone & Marble Targets				OT1 OC2
		Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	
4.2.2 Trade and Investment Capacity	Specific to Stone and Marble: Value of exports through specialized Palestinian marketing companies	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	*0	0	300,000	450,000	2
4.2.2 Trade and Investment Capacity	Specific to ICT: Number of new contracts executed with international buyers/ firms for Palestinian products or services	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	6	8	10	N/A	N/A	N/A	N/A	2

* Group and specialized marketing companies did not exist. There are no sales connected to group marketing.

Program Element Code	Indicator Name	Agri-business Targets				Tourism Targets				ICT Targets				Stone & Marble Targets				OT1 OC2
		Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	
4.5.2 Agricultural Sector Capacity	Specific to AG: Number of new contracts executed with international buyers/ firms for Palestinian products or services	0	6	8	10	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
4.6.2 Private Sector Capacity	Specific to ICT: Number of Interns accepted in local / regional / multi-national companies	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	10	60	90	N/A	N/A	N/A	N/A	1
4.7.3 Strengthen Microenter prise Productivity	Specific to ICT: Number of New Start-up companies established	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	2	5	15	N/A	N/A	N/A	N/A	1

Program Element Code	Indicator Name	Agri-business Targets				Tourism Targets				ICT Targets				Stone & Marble Targets				OT1 OC2
		Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	Baseline Value	FY 12	FY 13	FY 14	
4.7.3 Strengthen Microenterprise Productivity	Specific to ICT: Number of assisted start-ups that have developed products or signed contracts	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	10	20	20	N/A	N/A	N/A	N/A	2
4.2.2 Trade and Investment Capacity	Specific to Tourism: Percentage increase from key source markets (draft target markets: Russia, Poland, UK and Germany)	N/A	N/A	N/A	N/A	*252,574	0	5%	10%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2

* Russia 98,330, Poland 90,752, UK 18,878, Germany 44,614= 252,574

ANNEX C: DATA MATRIX

#	OP Indicators	Data Source	Frequency of Data Collection	Data Collection Method	Method of Analysis
1	Number of firms receiving capacity building assistance to export	Compete Records	Quarterly	Compete records (interviews, field visit, simple survey...)	Quantitative & Qualitative Analysis
2	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	Compete Records	Quarterly	Compete records (interviews, field visit, simple survey...)	Quantitative & Qualitative Analysis
3	Value of exports of targeted agricultural commodities as a result of USG assistance	Compete Records, sales and financial records of direct beneficiaries;	Quarterly	Compete records (interviews, field visit, simple survey...)	Quantitative & Qualitative Analysis
4	Number of private sector firms that have improved management practices as a result of USG assistance	Compete Records	Quarterly	Compete records (interviews, field visit, simple survey...)	Qualitative Analysis,
	Management Indicators				
5	Percent change in exports of assisted Palestinian firms	Primary: Compete records, sales and financial records of direct beneficiaries; Secondary: data from the PCBS, stakeholder trade associations	Annually	Compete records (interviews, field visit, simple survey...)	Quantitative Analysis / Comparison
6	Specific to ICT and Stone and Marble: Percent increase in sales of assisted Palestinian firms	Primary: Compete records, sales and financial records of direct beneficiaries; Secondary: data from the	Annually	Compete records (interviews, field visit, simple survey...)	Quantitative Analysis / Comparison

		PCBS, stakeholder trade associations			
7	Specific to Agribusiness: Percent increase in sales of assisted Palestinian firms	Primary: Compete records, sales and financial records of direct beneficiaries; Secondary: data from the PCBS, stakeholder trade associations	Annually	Compete records (interviews, field visit, simple survey...)	Quantitative Analysis / Comparison
8	Market diversification – new markets accessed by assisted Palestinian firms	Primary: Compete records Secondary: data from the PCBS, stakeholder trade associations	Quarterly	Compete records (interviews, field visit, simple survey...)	Quantitative Analysis / Comparison
9	Number of new or improved Palestinian products or services produced by assisted Palestinian firms	Primary: Compete records, and client records of enterprises	Quarterly	Compete records (interviews, field visit, simple survey...)	Quantitative & Qualitative Analysis
10	Percent increase in employment of assisted Palestinian firms (breakdown employment of youth and women)	Primary: Compete records, payroll records of enterprises Secondary: data from the PCBS, stakeholder trade associations	Bi-Annually	Compete records (interviews, field visit, simple survey...)	Quantitative Analysis / Comparison
11	Specific to Agriculture: Area under cultivation for export crops (dunums)	Primary: Compete records, and client records of enterprises	Bi-Annually	Compete records (interviews, field visit, simple survey...)	Quantitative Analysis / Comparison
12	Specific to Agriculture – Area assisted by adopting new technologies and practices (dunums) (1acre=4.04 dunums)	Compete Records	Bi-Annually	Compete records (interviews, field visit, simple survey...)	Quantitative & Qualitative Analysis
13	Specific to Agriculture – Liters produced by adopting olive oil demo technology	Compete Records	Bi-Annually	Compete records (interviews, field visit, simple survey...)	Quantitative & Qualitative Analysis
14	Specific to Agriculture - Number of fresh herb farmers adopting integrated pest management (IPM)	Compete Records	Bi-Annually	Compete records (interviews, field visit, simple survey...)	Quantitative & Qualitative Analysis

15	Specific to Tourism – Percent increase in number of bed night in Palestinian hotels	PCBS	Annually	Compete records through PCBS	Quantitative & Qualitative Analysis
16	Specific to Tourism – Percentage of hotels adopting mandatory hotel classification system (2nd year -4&5* hotels) (3rd year – all hotels)	Primary: Compete records, hotel records Secondary: PCBS	Annually	Compete records (through hotel classification working group)	Quantitative & Qualitative Analysis
17	Specific to Tourism – Number of training courses developed and delivered through the hospitality school	Primary: Compete record ,	Bi-Annually	Compete records (interviews, field visit, simple survey...)	Quantitative & Qualitative Analysis
18	Specific to Tourism – Number of tourism and hospitality establishments adopting new technology and tools. (such as booking platforms, payment gateways, market access information and corporate social media)	Primary: Compete records, Secondary: Individual activities stakeholders	Bi-Annually	Compete records (interviews, field visit, simple survey...)	Quantitative & Qualitative Analysis
19	Specific to Tourism – Number of new or improved assisted sites and trails	Primary: Compete records,	Bi-Annually	Compete records (interviews, field visit, simple survey...)	Quantitative & Qualitative Analysis
20	Specific to Stone and Marble: Value of exports through specialized Palestinian marketing companies	Compete Records Marketing Company Records	Bi-Annually	Compete records (interviews, field visit, simple survey...)	Quantitative & Qualitative Analysis
21	Specific to ICT: Number of new contracts executed with international buyers / firms for Palestinian products or services.	Primary Compete Records Secondary: International buyers	Quarterly	Compete records (interviews, field visit, simple survey...)	Quantitative Analysis
22	Specific to AG: Number of new contracts executed with international buyers / firms for Palestinian products or services.	Compete Records	Bi-annually	Compete records (interviews, field visit, simple survey...)	Quantitative & Qualitative Analysis
23	Specific to ICT: Number of Interns accepted in regional / multi-national companies	Compete records,	Quarterly	Compete records	Quantitative & Qualitative Analysis
24	Specific to ICT: Number of new start-ups established	Compete records,	Bi-annually	Compete records (interviews, field visit,	Quantitative Analysis

				simple survey...)	
25	Specific to ICT: ICT assisted start-ups measured by products developed, companies formed and contracts confirmed	Compete records,	Bi-annually	Compete records (interviews, field visit, simple survey...)	Quantitative & Qualitative Analysis
26	Percentage increase from key source markets (draft target markets: Russia, Poland, UK and Germany)	PCBS	Annually	Compete records through PCBS	Quantitative & Qualitative Analysis

ANNEX D: INDICATOR REFERENCE SHEETS

Performance Indicator Reference Sheet #1
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.
Project Intermediate Result – PIR PTR 1 : Exports and Investment Increased PIR 2: Innovation of Products and Services Increased PIR 3 : Employment Increased and Job Skills Expanded
USAID- OP Indicator: Number of firms receiving capacity building assistance to export
Description
Precise Definition: Number of firms that received training, technical assistance and/or information from USG supported trade promotion-related entities. Typically, activities include trade shows, buyer/seller match making programs, market analysis and information, trade finance assistance, and guidance on how to comply with foreign country customs regulations and procedures. One important component of assistance to help nations increase their level of exports is counseling and advice to host country firms on the steps, procedures, and benefits from trading internationally. Trade promotion efforts help to increase private sector capacity to trade and bolster assistance programs aiming to improve and reform of a country’s trade enabling environment. Unit of Measure: Number Disaggregated by: Sector, subsector, location of enterprise Justification/Management Utility: Measures the number of firms receiving USG assistance to increase private sector capacity to trade internationally.
Plan for data acquisition by The Compete Project
Data collection method: Compete records (interviews, field visit, simple survey...) Data Source(s): Compete records Frequency/Timing of data acquisition: Collected Quarterly Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist
Data Quality Issues
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annual Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project’s efforts
Plan for Data Analysis, Review and Reporting
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are

being met.

Presentation of data: Number and narrative

Review of data: Quarterly

Reporting of data: Quarterly

Other notes

Performance Indicator Values

Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet #2
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.
Project Intermediate Result – PIR : PIR 2: Innovation of Products and Services Increased PIR 3 : Employment Increased and Job Skills Expanded
USAID- OP Indicator: Number of food security private enterprises (for profit), producers organizations, water users associations, women’s groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance
Description
Precise Definition: Total number of private enterprises, producers’ associations, cooperatives, producers organizations, fishing associations, water users associations, women’s groups, trade and business associations and community-based organizations, including those focused on natural resource management, that received USG assistance related to food security during the reporting year. This assistance includes support that aims at organization functions, such as member services, storage, processing and other downstream techniques, and management, marketing and accounting. “Organizations assisted” should only include those organizations for which implementing partners have made a targeted effort to build their capacity or enhance their organizational functions. Unit of Measure: Number Disaggregated by: Sector, subsector, location of enterprise Justification/Management Utility: Number of food security private enterprises receiving USG assistance.
Plan for data acquisition by The Compete Project
Data collection method: Compete records (interviews, field visit, simple survey...) Data Source(s): Compete records Frequency/Timing of data acquisition: Collected Quarterly Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist
Data Quality Issues
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annual Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project’s efforts
Plan for Data Analysis, Review and Reporting
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are

being met.

Presentation of data: Number and narrative

Review of data: Quarterly

Reporting of data: Quarterly

Other notes

Performance Indicator Values

Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet #3

AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.

Project Intermediate Result – PIR :

PTR 1 : Exports and Investment Increased

PIR 2: Innovation of Products and Services Increased

PIR 3 : Employment Increased and Job Skills Expanded

USAID- OP Indicator: Value of exports of targeted agricultural commodities as a result of USG assistance

Description

Precise Definition: This indicator will measure the value of regional and non-regional exports in U.S. dollar attributable to USG assistance. Exports should be counted against the baseline of existing export levels from the previous year (existing exports before USG intervention for the first year, or additional exports for subsequent years). Exports can include those within and outside of neighboring regions, so as to avoid loss of counter-seasonal exports, which often leave the proximate region. The commodities to be counted are those that are targeted in the work plans and/or contracts of the implementing partners.

Unit of Measure: U.S. Dollar

Disaggregated by: Product

By Commodity Type:

- Horticulture
- Animal Products
- Cereals
- Oilseed
- Dry Grain Pulses & Legumes
- Roots, Tubers, & Other Staples
- Other

Trade Type:

- Regional trade (value of exports sent within the region)
- Non-regional trade (value of exports going outside of region)

Justification/Management Utility: This indicator will measure the value of regional and non-regional exports in U.S. dollar attributable to USG assistance

Plan for data acquisition by The Compete Project

Data collection method: Compete records (interviews, field visit, simple survey...)

Data Source(s): Compete records

Frequency/Timing of data acquisition: Collected Quarterly

Estimated cost of data acquisition: Monitoring and Evaluation Team Cost

Responsible individuals: Component Lead, M&E Specialist

Data Quality Issues

Date of initial data quality assessment: July 31st, 2012

Known data limitations and significance (if any): N/A

Actions taken or planned to address data limitations: N/A

Date of future data quality assessments: Annual

Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts

Plan for Data Analysis, Review and Reporting

Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met.

Presentation of data: Number and narrative

Review of data: Quarterly

Reporting of data: Quarterly

Other notes

Performance Indicator Values

Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet #4
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.
Project Intermediate Result – PIR : PTR 1 : Exports and Investment Increased PIR 2: Innovation of Products and Services Increased PIR 3 : Employment Increased and Job Skills Expanded
USAID- OP Indicator: Number of private sector firms that have improved management practices as a result of USG assistance
Description
Precise Definition: This indicator measures the number of firms receiving USG assistance that improved their management practices (financial management, strategic planning, marketing, or sales) the past year. Firms improve their productivity, and in turn their competitiveness, by adopting improved management practices. Unit of Measure: Number Disaggregated by: Sector, subsector, location of enterprise Justification/Management Utility: This indicator measures the number of firms receiving USG assistance that improved their management practices the past year.
Plan for data acquisition by The Compete Project
Data collection method: Compete records (interviews, field visit, simple survey...) Data Source(s): Compete records Frequency/Timing of data acquisition: Collected Quarterly Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist
Data Quality Issues
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annual Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project’s efforts
Plan for Data Analysis, Review and Reporting
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met. Presentation of data: Number and narrative Review of data: Quarterly Reporting of data: Quarterly
Other notes

Performance Indicator Values		
Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 5		
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.		
Project Intermediate Result – PIR : PIR 1: Palestinian Exports Increased		
Project Level Indicator: Percent change in exports of assisted Palestinian firms		
Description		
Precise Definition: Percent change in the dollar amount of goods and services sold by Palestinian firms in external (export) markets. Unit of Measure: Percent Disaggregated by: Sector, subsector, location of enterprise Justification/Management Utility: Measures the competitiveness of Palestinian firms in increasingly complex and competitive external markets. Indicates quality improvements.		
Plan for data acquisition by The Compete Project		
Data collection method: Compete records (interviews, field visit, simple survey...) Data Source(s): Primary: Compete records, sales and financial records of direct beneficiaries; Secondary: data from the PCBS, stakeholder trade associations Frequency/Timing of data acquisition: Annually Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist		
Data Quality Issues		
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annual Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project’s efforts		
Plan for Data Analysis, Review and Reporting		
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met. Presentation of data: Number and narrative Review of data: Annually Reporting of data: Annually		
Other notes		
Performance Indicator Values		
Year	Actual	Target
Baseline		
2012		

2013		
2014		
Last update		

Performance Indicator Reference Sheet # 6		
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.		
Project Intermediate Result – PIR :		
PIR 1: Palestinian Exports Increased		
Project-level Indicator: <i>Specific to ICT and Stone and Marble:</i> Percent increase in sales of assisted Palestinian firms		
Description		
Precise Definition: Percent change in the dollar amount of goods and services sold by Palestinian firms.		
Unit of Measure: Percent		
Disaggregated by: Sector, subsector, location of enterprise,		
Justification/Management Utility: Measures the overall competitiveness of Palestinian firms. Reflects consistent use of best business practices and technologies.		
Plan for data acquisition by The Compete Project		
Data collection method: Compete records (interviews, field visit, simple survey...)		
Data Source(s): Primary: Compete records, sales and financial records of direct beneficiaries; Secondary: data from the PCBS, stakeholder trade associations		
Frequency/Timing of data acquisition: Annually		
Estimated cost of data acquisition: Monitoring and Evaluation Team Cost		
Responsible individuals: Component Lead, M&E Specialist		
Data Quality Issues		
Date of initial data quality assessment: July 31 st , 2012		
Known data limitations and significance (if any): N/A		
Actions taken or planned to address data limitations: N/A		
Date of future data quality assessments: Annual		
Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts		
Plan for Data Analysis, Review and Reporting		
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met.		
Presentation of data: Number and narrative		
Review of data: Annually		
Reporting of data: Annually		
Other notes		
Performance Indicator Values		
Year	Actual	Target

Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 7		
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.		
Project Intermediate Result – PIR : PIR 1: Exports Increased		
Project-level Indicator: <i>Specific to Agribusiness:</i> Percent increase in sales of assisted Palestinian firms		
Description		
Precise Definition: Percent change in the dollar amount of goods and services sold by Palestinian firms. Unit of Measure: Percent Disaggregated by: Sector, subsector, location of enterprise, Justification/Management Utility: Measures the overall competitiveness of Palestinian firms. Reflects consistent use of best business practices and technologies.		
Plan for data acquisition by The Compete Project		
Data collection method: Compete records (interviews, field visit, simple survey...) Data Source(s): Primary: Compete records, sales and financial records of direct beneficiaries; Secondary: data from the PCBS, stakeholder trade associations Frequency/Timing of data acquisition: Annually Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist		
Data Quality Issues		
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annual Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts		
Plan for Data Analysis, Review and Reporting		
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met. Presentation of data: Number and narrative Review of data: Annually Reporting of data: Annually		
Other notes		
Performance Indicator Values		
Year	Actual	Target

Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 8
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.
Project Intermediate Result – PIR : PIR 1: Palestinian Exports Increased PIR 2: Innovation of Products and Services Increased
Project-level Indicator: Market diversification – new markets accessed by assisted Palestinian firms
Description
Precise Definition: Number of international markets where assisted Palestinian firms sell products and services. Unit of Measure: Number Disaggregated by: Sector, subsector, location of enterprise Justification/Management Utility: Measures improved market linkages and international market access.
Plan for data acquisition by The Compete Project
Data collection method: Compete records (interviews, field visit, simple survey...) Data Source(s): Primary: Compete records Secondary: data from the PCBS, stakeholder trade associations Frequency/Timing of data acquisition: Quarterly Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist
Data Quality Issues
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annual Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project’s efforts
Plan for Data Analysis, Review and Reporting
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met. Presentation of data: Number and narrative Review of data: Quarterly Reporting of data: Quarterly
Other notes
Performance Indicator Values

Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 9		
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.		
Project Intermediate Result – PIR : PIR 1: Palestinian Exports Increased and Investment Increased PIR 3: Employment Increased and Job Skills Expanded		
Project-level Indicator: Number of new or improved Palestinian products or services produced by assisted Palestinian firms		
Description		
Precise Definition: Number of new or improved Palestinian products or services produced by assisted Palestinian firms.		
Unit of Measure: Number		
Disaggregated by: Sector, subsector, location of enterprise		
Justification/Management Utility: Measures success in establishing vertical relationships in supply and value chains. Points to potential for or existence of repeat sales.		
Plan for data acquisition by The Compete Project		
Data collection method: Compete records (interviews, field visit, simple survey...)		
Data Source(s): Primary: Compete records, and client records of enterprises		
Frequency/Timing of data acquisition: Quarterly		
Estimated cost of data acquisition: Monitoring and Evaluation Team Cost		
Responsible individuals: Component Lead, M&E Specialist		
Data Quality Issues		
Date of initial data quality assessment: July 31 st , 2012		
Known data limitations and significance (if any): N/A		
Actions taken or planned to address data limitations: N/A		
Date of future data quality assessments: Annual		
Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts		
Plan for Data Analysis, Review and Reporting		
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met.		
Presentation of data: Number and narrative		
Review of data: Quarterly		
Reporting of data: Quarterly		
Other notes		
The baseline considered as zero in order to develop new or improve products and services.		
Performance Indicator Values		
Year	Actual	Target

Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 10		
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.		
Project Intermediate Result – PIR :		
PIR 3: Employment Increased and Job Skills Expanded		
Project-level Indicator: Percent increase in employment of assisted Palestinian firms (breakdown employment of youth and women)		
Description		
Precise Definition: Percent change in the number of full and part-time employees of Palestinian firms. Same definition for firms as above.		
Unit of Measure: Percent		
Disaggregated by: Sector, subsector, location of enterprise, gender		
Justification/Management Utility: Points to sustainable competitive growth among Palestinian firms.		
Plan for data acquisition by The Compete Project		
Data collection method: Compete records (interviews, field visit, simple survey...)		
Data Source(s): Primary: Compete records, payroll records of enterprises; Secondary: data from the PCBS stakeholder trade associations		
Frequency/Timing of data acquisition: Collected semi-annually		
Estimated cost of data acquisition: Monitoring and Evaluation Team Cost		
Responsible individuals: Component Lead, M&E Specialist		
Data Quality Issues		
Date of initial data quality assessment: July 31 st , 2012		
Known data limitations and significance (if any): N/A		
Actions taken or planned to address data limitations: N/A		
Date of future data quality assessments: Annual		
Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts		
Plan for Data Analysis, Review and Reporting		
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met.		
Presentation of data: Number and narrative		
Review of data: Semi-Annually		
Reporting of data: Semi-Annually		
Other notes		
Performance Indicator Values		
Year	Actual	Target
Baseline		

2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 11		
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.		
Project Intermediate Result – PIR :		
PIR 1: Palestinian Exports and Investment Increased		
Project-level Indicator: <i>Specific to Agriculture:</i> Area under cultivation for export crops (dunums)		
Description		
Precise Definition: Increase with the implementation of the Compete project area and surfaces of cultivation (dunams), crop diversification and international standards to access new markets and maintain current markets.		
Unit of Measure: Number		
Disaggregated by: Subsector, location, type of enterprise, type of USG assistance (TA, training, grant, referrals)		
Justification/Management Utility: Measures the competitiveness of Palestinian firms in increasingly complex and competitive external markets. Indicates quality improvements.		
Plan for data acquisition by The Compete Project		
Data collection method: Compete records (interviews, field visit, simple survey...)		
Data Source(s): Primary: Compete records, and product records of enterprises;		
Frequency/Timing of data acquisition: Collected Bi-Annually		
Estimated cost of data acquisition: Monitoring and Evaluation Team Cost		
Responsible individuals: Component Lead, M&E Specialist		
Data Quality Issues		
Date of initial data quality assessment: July 31 st , 2012		
Known data limitations and significance (if any): N/A		
Actions taken or planned to address data limitations: N/A		
Date of future data quality assessments: Annual		
Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts		
Plan for Data Analysis, Review and Reporting		
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met.		
Presentation of data: Number and narrative		
Review of data: Bi- Annually		
Reporting of data: Bi-Annually		
Other notes		
Performance Indicator Values		
Year	Actual	Target

Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 12		
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.		
Project Intermediate Result – PIR : PIR 1: Palestinian Exports and Investment Increased PIR 2: Innovation of Products and Services Increased		
Project-level Indicator: <i>Specific to Agriculture</i> – Area assisted by adopting new technologies and practices (dunums) (1acre=4.04 dunums)		
Description		
Precise Definition: Area assisted by adopting new technologies and practices Unit of Measure: Number Disaggregated by: Subsector, location, type of enterprise, type of USG assistance (TA, training, grant, referrals) Justification/Management Utility: Measures exposure to supply chain efficiencies, particularly but not exclusively with respect to agricultural production and post-harvest handling.		
Plan for data acquisition by The Compete Project		
Data collection method: Compete records (interviews, field visit, simple survey...) Data Source(s): Compete records Frequency/Timing of data acquisition: Collected Bi-Annually Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist		
Data Quality Issues		
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annual Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project’s efforts		
Plan for Data Analysis, Review and Reporting		
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met. Presentation of data: Number and narrative Review of data: Bi-Annually Reporting of data: Bi-Annually		
Other notes		
The baseline considered as zero in order to introduce new technologies and practices.		
Performance Indicator Values		
Year	Actual	Target

Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 13
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.
Project Intermediate Result – PIR : PIR 1: Palestinian Exports and Investment Increased PIR 2: Innovation of Products and Services Increased
Project-level Indicator: <i>Specific to Agriculture</i> – Liters produced by adopting olive oil demo technology
Description
Precise Definition: This indicator will capture increase in Liter of olive oil produced by adopting olive oil demo technology Unit of Measure: Number Disaggregated by: Subsector, location, type of enterprise, type of EGC assistance (TA, training, grant, referrals) Justification/Management Utility: Measures exposure to supply chain efficiencies, particularly but not exclusively with respect to agricultural production and post-harvest handling.
Plan for data acquisition by The Compete Project
Data collection method: Compete records (interviews, field visit, simple survey...) Data Source(s): Compete records Frequency/Timing of data acquisition: Collected Bi-Annually Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist
Data Quality Issues
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annual Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts
Plan for Data Analysis, Review and Reporting
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met. Presentation of data: Number and narrative Review of data: Annually Reporting of data: Bi-Annually
Other notes
Based on previous USAID's EDIP pilot project in Asira, additional liters produced before the supplementary irrigation= 7200 (60 demo*2 dunums * 60 liters).

Performance Indicator Values		
Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 14
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.
Project Intermediate Result – PIR : PIR 2: Innovation of Products and Services Increased PIR 3: Job Skills Expanded
Project-level Indicator: Specific to Agriculture - Number of fresh herb farmers adopting integrated pest management (IPM)
Description
Precise Definition: Number of fresh herb farmers and laborers adopting integrated pest management (IPM) technology Unit of Measure: Number Disaggregated by: Subsector, location, type of enterprise, type of USG assistance (TA, training, grant, referrals) Justification/Management Utility: Measures exposure to supply chain efficiencies, particularly but not exclusively with respect to agricultural production and post-harvest handling.
Plan for data acquisition by The Compete Project
Data collection method: Compete records (interviews, field visit, simple survey...) Data Source(s): Compete records Frequency/Timing of data acquisition: Collected Bi-annually Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist
Data Quality Issues
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annual Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts
Plan for Data Analysis, Review and Reporting
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met. Presentation of data: Number and narrative Review of data: Bi-Annually Reporting of data: Bi-annually
Other notes
Fresh herb farmers will implement integrated pest management because none of them were

implementing IPM before.

Performance Indicator Values

Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 15
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.
Project Intermediate Result – PIR : PIR 1: Palestinian Exports Increased PIR 3: Employment Increased
Project-level Indicator: Specific to Tourism – Percent increase in number of bed night in Palestinian hotels
Description
Precise Definition: Supporting the sector in expanding the product offering and in target market development, will provide a more compelling proposition among the highest potential source markets to overnight in Palestine. While many external factors impact overnights (only one in six visitors to Palestine spend a night in Palestine) increasing service standards across all hotels is imperative to the growth and sustainability of overnight visitor numbers. Unit of Measure: Percent Disaggregated by: Location of hotel, nationality of hotel guest Justification/Management Utility: Measures effectiveness of program interventions to increase the time tourists spend in Palestine. Points to longer stays by tourists in Palestine leading to increased tourism revenue
Plan for data acquisition by The Compete Project
Data collection method: Compete records through PCBS Data Source(s): PCBS Frequency/Timing of data acquisition: Annually Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist
Data Quality Issues
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annually Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project’s efforts
Plan for Data Analysis, Review and Reporting
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met. Presentation of data: Number and narrative

Review of data: Annually		
Reporting of data: Annually		
Other notes		
Performance Indicator Values		
Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 16
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.
Project Intermediate Result – PIR : PIR 2: Innovation of Products and Services Increased
Project-level Indicator: Specific to Tourism – Percentage of hotels adopting mandatory hotel classification system (2nd year -4&5* hotels) (3rd year – all hotels)
Description
Precise Definition: Creating clarity regarding the quality and standards of facilities, products and services that are offered to visitors, guest and tourists, the classification allows for the correct positioning of hotel businesses in the marketplace, and in doing so prevents the negative consequences that can result from the lack of such a quality system, which include disappointment in the standards offered, negative word of mouth and a potential loss of business in the medium to long term. Guests and the travel industry acting on their behalf need to know what level of service to expect from a hotel, hotel entrepreneurs need to know what is expected of them, so that they can direct their investments and operations accordingly. Unit of Measure: Number Disaggregated by: Location of hotel
Justification/Management Utility: By increasing the length and diversity of tourist stays, per tourist spending shall increase significantly by project end.
Plan for data acquisition by The Compete Project
Data collection method: Compete records through hotel classification working group Data Source(s): Primary: Compete records, hotel records Secondary: PCBS Frequency/Timing of data acquisition: Annually Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist
Data Quality Issues
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annually Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project’s efforts
Plan for Data Analysis, Review and Reporting
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are

being met.

Presentation of data: Number and narrative

Review of data: Annually

Reporting of data: Annually

Other notes

Hotel Classification system will be under development and will be launched in FY13.

Performance Indicator Values

Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 17

AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.

Project Intermediate Result – PIR :

PIR 2: Innovation of Products and Services Increased

PIR 3: Increase Employment and Skills Development

Project-level Indicator: Specific to Tourism – Number of training courses developed and delivered through the hospitality school

Description

Precise Definition: Increasing the volume and availability of the hospitality labor force and supporting the most critical areas in need of enhancement of skills and services to the industry through the provision of professional training that matches industry standards and increases the attractiveness of hospitality careers to Palestinians.

Unit of Measure: Number

Disaggregated by: Location and type of intervention

Justification/Management Utility: The hospitality school training will increase the volume and availability of service level staff within the labor force, the most critical areas in need of enhancement of the skills and services of the service industry, provision of professional training; and the most appropriate environment that matches industry standards and increase the attractiveness of hospitality careers. Training courses to be provided to develop workforce new to the sector and to build capacity and skills of those already working within the sector could include. Customer relations, safe food handling, menu design, hospitality and guest courtesy, basic first aid, destination management

Plan for data acquisition by The Compete Project

Data collection method: Compete records (interviews, field visit, simple survey...)

Data Source(s): Compete records

Frequency/Timing of data acquisition: Bi-Annually

Estimated cost of data acquisition: Monitoring and Evaluation Team Cost

Responsible individuals: Component Lead, M&E Specialist

Data Quality Issues

Date of initial data quality assessment: July 31st, 2012

Known data limitations and significance (if any): N/A

Actions taken or planned to address data limitations: N/A

Date of future data quality assessments: Annual

Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts

Plan for Data Analysis, Review and Reporting

Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are

being met.

Presentation of data: Number and narrative

Review of data: Bi-Annually

Reporting of data: Bi-Annually

Other notes

Hospitality School plan, and in service training modules will be under development and will be delivered in FY13.

Performance Indicator Values

Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 18

AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.

Project Intermediate Result – PIR :

PIR 2: Innovation of Products and Services Increased

Project-level Indicator: Specific to Tourism – Number of tourism and hospitality establishments adopting new technology and tools. (such as booking platforms, payment gateways, market access information and corporate social media)

Description

Precise Definition: It is recognized that in budgetary terms the Palestinian Territories does not have the resources for "head to head" competition using traditional methods, particularly high cost "advertising", and therefore must concentrate on "smart" lower cost solutions. The vision is that the tourism sector individually, and as a destination, should achieve "effective digital tourism presence and sales capacity". In this regard it is considered that with a strong and comprehensive commitment, the sector and the destination could create a strong market level competitive advantage through the more effective universal use of digital solutions which is now the major route to market for tourism internationally.

Unit of Measure: Number

Disaggregated by: Location and type of interventions

Justification/Management Utility: A hotel classification system has been highlighted as a key tool to create clarity regarding the quality and standards of facilities, products and services that are offered to visitors, guests and tourists. The hotel classification system will be a mandatory activity for all hotels to adopt

Plan for data acquisition by The Compete Project

Data collection method: Compete records (interviews, field visit, simple survey...)

Data Source(s): Primary: Compete records
Secondary: Individual activities stakeholders

Frequency/Timing of data acquisition: Bi-annually

Estimated cost of data acquisition: Monitoring and Evaluation Team Cost

Responsible individuals: Component Lead, M&E Specialist

Data Quality Issues

Date of initial data quality assessment: July 31st, 2012

Known data limitations and significance (if any): N/A

Actions taken or planned to address data limitations: N/A

Date of future data quality assessments: Annual

Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts

Plan for Data Analysis, Review and Reporting

Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met.

Presentation of data: Number and narrative

Review of data: Bi-Annually

Reporting of data: Bi-Annually

Other notes

New tech solutions and training programs will be developed in FY12 to be implemented throughout the life of the project.

Performance Indicator Values

Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 19

AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.

Project Intermediate Result – PIR :

PIR 2: Innovation of Products and Services Increased

Project-level Indicator: Specific to Tourism – Number of new or improved assisted sites and trails

Description

Precise Definition: Tourism success depends substantially on the quality and presentation of the tourism products it can competitively bring to the international market. Supporting key interventions on priority sites that offer the highest tourism potential to ensure the visitor experiences that these sites can offer and reflects the increasingly demanding visitor requirements and trends will support an increase in visitor numbers and in increased length of stay in the destination. A key focus will remain to be a strong emphasis on sustainability through business and economic benefits to stakeholders including local communities.

Unit of Measure: Number

Disaggregated by: Location of sites

Justification/Management Utility: Measures effectiveness of program interventions to improve tourism sites (site development and management). The type of intervention will include signage, zoning of sites, sight master plans, evening experiences, interpretation, marketing materials and site presentation

Plan for data acquisition by The Compete Project

Data collection method: Compete records (interviews, field visit, simple survey...)

Data Source(s): Primary: Compete records

Frequency/Timing of data acquisition: Bi-Annually

Estimated cost of data acquisition: Monitoring and Evaluation Team Cost

Responsible individuals: Component Lead, M&E Specialist

Data Quality Issues

Date of initial data quality assessment: July 31st, 2012

Known data limitations and significance (if any): N/A

Actions taken or planned to address data limitations: N/A

Date of future data quality assessments: Annual

Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts

Plan for Data Analysis, Review and Reporting

Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met.

Presentation of data: Number and narrative		
Review of data: Bi-Annually		
Reporting of data: Bi-Annually		
Other notes		
A National Tourism Working Group will agree on the sites offering highest potential for tourism growth, to conduct an assessment, develop site records, Prioritize intervention to commence implementation.		
Performance Indicator Values		
Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 20
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.
Project Intermediate Result – PIR : PIR 1: Exports Increased
Project-level Indicator: Specific to Stone and Marble: Value of exports through specialized Palestinian marketing companies
Description
Precise Definition: Value of exports through specialized Palestinian marketing companies will be tracked to capture the importance of such intervention to the stone and marble sector. This is a new concept that Compete project is implementing. Unit of Measure: Number Disaggregated by: Location, type of products / tools offered and available Justification/Management Utility: Value of exports through specialized Palestinian marketing companies
Plan for data acquisition by The Compete Project
Data collection method: Compete records (interviews, field visit, simple survey...) Data Source(s): Compete records & Marketing company records Frequency/Timing of data acquisition: Collected Semi-Annually Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist
Data Quality Issues
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annual Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts
Plan for Data Analysis, Review and Reporting
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met. Presentation of data: Number and narrative Review of data: Semi- Annually Reporting of data: Semi-Annually
Other notes
Group and specialized marketing companies did not exist. There are no sales connected to group

marketing.

Performance Indicator Values		
Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 21
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.
Project Intermediate Result – PIR : PIR 1: Exports Increased PIR 2: Innovation of Products and Services Increased
Project-level Indicator: Specific to ICT: Number of new contracts executed with international buyers / firms for Palestinian products or services.
Description
Precise Definition: Normally when a Palestinian Firm working in the ICT sector and specifically in the outsourcing industry signs an agreement with an international entity to perform a service or a job, this is defined a contract , this will affect number of employment and revenues (in this case it is export) Unit of Measure: Number Disaggregated by: Location Justification/Management Utility: Number of new contracts executed with international buyers / firms for Palestinian products or services.
Plan for data acquisition by The Compete Project
Data collection method: Compete records (interviews, field visit, simple survey...) Data Source(s): Compete records (contracts) Secondary : International buyers Frequency/Timing of data acquisition: Collected Quarterly Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist
Data Quality Issues
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annual Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project’s efforts
Plan for Data Analysis, Review and Reporting
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met. Presentation of data: Number and narrative Review of data: Quarterly Reporting of data: Quarterly
Other notes

Performance Indicator Values		
Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 22		
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.		
Project Intermediate Result – PIR : PIR 1: Exports Increased		
Project-level Indicator: Specific to AG: Number of new contracts executed with international buyers / firms for Palestinian products or services.		
Description		
Precise Definition: This indicator will capture number of new contracts executed with international buyers / firms for Palestinian products or services. Unit of Measure: Number Disaggregated by: Location Justification/Management Utility: Number of new contracts executed with international buyers / firms for Palestinian products or services.		
Plan for data acquisition by The Compete Project		
Data collection method: Compete records (interviews, field visit, simple survey...) Data Source(s): Compete records (contracts) Frequency/Timing of data acquisition: Collected Bi-annually Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist		
Data Quality Issues		
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annual Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project’s efforts		
Plan for Data Analysis, Review and Reporting		
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met. Presentation of data: Number and narrative Review of data: Bi-Annually Reporting of data: Bi-annually		
Other notes		
Performance Indicator Values		
Year	Actual	Target
Baseline		

2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 23
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.
Project Intermediate Result – PIR : PIR 3: Employment and Skills Development Increased
Project-level Indicator: Specific to ICT: Number of Interns accepted in local /regional / multi-national companies
Description
Precise Definition: This is the Number of Palestinian interns , either Junior employees or fresh university graduates, who are given the chance to work and train in a regional company in order to obtain new skill set that will help them to find a job in the Palestinian Market later on, this is a time limited internship Unit of Measure: Number Disaggregated by: Location Gender Justification/Management Utility: Number of Interns accepted in regional / multi-national companies
Plan for data acquisition by The Compete Project
Data collection method: Compete records Data Source(s): : Compete records Frequency/Timing of data acquisition: Collected Quarterly Estimated cost of data acquisition: Monitoring and Evaluation Team Cost Responsible individuals: Component Lead, M&E Specialist
Data Quality Issues
Date of initial data quality assessment: July 31 st , 2012 Known data limitations and significance (if any): N/A Actions taken or planned to address data limitations: N/A Date of future data quality assessments: Annual Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project’s efforts
Plan for Data Analysis, Review and Reporting
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met. Presentation of data: Number and narrative Review of data: Quarterly Reporting of data: Quarterly
Other notes

Performance Indicator Values		
Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 24		
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.		
Project Intermediate Result – PIR :		
PIR 2: Innovation of Products and Services Increased		
PIR 3: Employment Increased & Job skills Expanded		
Project-level Indicator: Specific to ICT: Number of new start-ups established		
Description		
Precise Definition: Number of Newly established startup companies that was formed either directly or indirectly from the compete project assistance		
Unit of Measure: Number		
Disaggregated by: Location		
Justification/Management Utility: Number of newly formed startups in the ICT field		
Plan for data acquisition by The Compete Project		
Data collection method: Compete records		
Data Source(s): Primary: Compete records, sales records of enterprises; Secondary: data from the PCBS, stakeholder trade associations		
Frequency/Timing of data acquisition: Collected semi-annually		
Estimated cost of data acquisition: Monitoring and Evaluation Team Cost		
Responsible individuals: Component Lead, M&E Specialist		
Data Quality Issues		
Date of initial data quality assessment: July 31 st , 2012		
Known data limitations and significance (if any): N/A		
Actions taken or planned to address data limitations: N/A		
Date of future data quality assessments: Annual		
Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts		
Plan for Data Analysis, Review and Reporting		
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met.		
Presentation of data: Number and narrative		
Review of data: Semi-Annually		
Reporting of data: Semi-annually		
Other notes		
Performance Indicator Values		
Year	Actual	Target

Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 25		
AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.		
Project Intermediate Result – PIR : PIR 2: Innovation of Products and Services Increased PIR 3: Employment and Skills Development Increased		
Project-level Indicator: Specific to ICT: ICT assisted start-ups measured by products developed, companies formed and contracts confirmed		
Description		
Precise Definition: Number of Products that were developed due to a USAID grant, or Technical Assistance, or Additional Contracts signed between the Palestinian Firms and International Customers		
Unit of Measure: Number		
Disaggregated by: Location		
Justification/Management Utility: ICT assisted start-ups measured by products developed, companies formed and contracts confirmed		
Plan for data acquisition by The Compete Project		
Data collection method: Compete records		
Data Source(s): Primary: Compete records		
Frequency/Timing of data acquisition: Collected Bi-annually		
Estimated cost of data acquisition: Monitoring and Evaluation Team Cost		
Responsible individuals: Component Lead, M&E Specialist		
Data Quality Issues		
Date of initial data quality assessment: July 31 st , 2012		
Known data limitations and significance (if any): N/A		
Actions taken or planned to address data limitations: N/A		
Date of future data quality assessments: Annual		
Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project’s efforts		
Plan for Data Analysis, Review and Reporting		
Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met.		
Presentation of data: Number and narrative		
Review of data: Bi-Annually		
Reporting of data: Bi-annually		
Other notes		
Performance Indicator Values		
Year	Actual	Target

Baseline		
2012		
2013		
2014		
Last update		

Performance Indicator Reference Sheet # 26

AO 1 : Assistance to Palestinian Enterprises to become competitive and improve their access to the Global Markets through strengthening export potential of the targeted sectors to the future prosperity of the Palestinian economy.

Project Intermediate Result – PIR :

PIR 1: Palestinian Exports Increased

PIR 2: Innovation of Products and Services Increased

**Project-level Indicator: Percentage increase from key source markets
(draft target markets: Russia, Poland, UK and Germany)**

Description

Precise Definition: Currently the destination receives visitors from many source markets however; an arrival figure from the most lucrative source markets that are traveling for the types of products and experiences the destination offers are comparatively low and therefore offers the most strategic opportunity for tourism growth. Supporting the increase of tourism arrivals from the most strategic and lucrative source markets will ensure the highest conversion to visits and the highest potential in regards to income from tourism

Unit of Measure: Number

Disaggregated by: Country

Justification/Management Utility: Measures improved market linkages and international market access.

Plan for data acquisition by The Compete Project

Data collection method: Compete records through PCBS

Data Source(s): PCBS

Frequency/Timing of data acquisition: Annually

Estimated cost of data acquisition: Monitoring and Evaluation Team Cost

Responsible individuals: Component Lead, M&E Specialist

Data Quality Issues

Date of initial data quality assessment: July 31st, 2012

Known data limitations and significance (if any): N/A

Actions taken or planned to address data limitations: N/A

Date of future data quality assessments: Annual

Procedures for future data quality assessments: The M&E Specialist will conduct an annual internal data audit to confirm that there is adequate documentation in the M&E files to support the significance of the revision and attribution to the project's efforts

Plan for Data Analysis, Review and Reporting

Data Analysis: The M&E Specialist will analyze the data over time to see if project targets are being met.

Presentation of data: Number and narrative

Review of data: Annually

Reporting of data Annually

Other notes

Performance Indicator Values

Year	Actual	Target
Baseline		
2012		
2013		
2014		
Last update		