



**Consolidation and Enhanced  
Livelihoods Initiative – Central  
Region**

**Performance Management Plan**  
**Contract No. AID-514-C-11-00002**



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**Cover Photo:** Farmer's training session.

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Report Prepared for the  
United States Agency for International Development

# CONSOLIDATION AND ENHANCED LIVELIHOODS INITIATIVE – CENTRAL REGION

## Performance Management Plan

### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## Acronyms

CELL-Central: Consolidation and Enhanced Livelihoods Initiative - Central Region

COR: Contracting Officer's Representative

CSDI: Colombia Strategic Development Initiative

GoC: Government of Colombia

GRCT: Territorial Consolidation Regional Offices

PMP: Performance Management Plan

PNC: National Consolidation Plan

LG: Local Government

LoP: Life of Program

USG: U.S. Government

## Introduction

This initial Project M&E Plan (PMP) for CELI-Central has been based on the evolving program since contract award, meetings with USAID, and development of the work plan. The purpose of any PMP is to: (1) provide information for management decision-making and problem-solving, (2) ensure accountability and that we meet objectives, (3) maximize learning and adaptation, and, (4) documenting program success. The nature of CELI will require that the PMP continually evolves that will be reflected by annual updates and revisions as necessary.

This new version reflects the changes suggested for the new Mission's PMP document, within the DOI Strategic Objective.

### Purpose

The purpose of this Consolidation and Enhanced Livelihood Initiative-Central Region (CELI-Central) contract is to advance U.S. Government (USG) goals and results related to the implementation of the Colombia Strategic Development Initiative (CSDI) and Government of Colombia GoC's National Consolidation Plan (PNC).<sup>1</sup>

### End State Conditions:

By 2015, it is expected that USAID's activities in targeted zones will help the GoC advance towards a sustainable end-state where peace and security are permanent, civilian state entities are providing the services expected of any legitimate and democratically-elected government, legal livelihoods supplant illegal economic activities, and active citizen participation demands accountable and transparent governance. This includes a larger, more vibrant economy that provides livelihoods for an increased number of Colombians living in targeted zones; increased job creation and productive opportunities in the licit value chains; increased respect for the rule of law and the culture of legality; expanded participation of Colombian civil society in governance so that they can demand a more accountable and responsive government; and a more effective and democratic state presence particularly in Colombia's critical priority zones under the GoC's National Consolidation Plan.<sup>2</sup>

The CELI-Central PMP deals with three "clusters" of indicators:

- Contractual Indicators – these have preliminary targets for the Life of the Program (LOP), but will be subject to quarterly and annual revision as necessary and approved by USAID. Reporting on these indicators are required for compliance to the revised contract.
- Non-Contractual PMP Indicators – these are indicators to measure the outputs and outcomes of CELI activities. Because of the responsive nature of CELI, targets for these indicators will be estimated annually and then revised for precision quarterly.
- Management Indicators – these are indicators upon which the COR will be kept apprised of the effectiveness and efficiency of operations of CELI-Central.

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<sup>1</sup> Section B.I. of the CELI-Central Contract

<sup>2</sup> Extracted from the AO-I RF and PMP

## **CELI- Central Monitoring and Evaluation Principles**

CELI-Central will respond to GOC requests towards the goal of Consolidation – the improvement of state presence, and, increased public trust and confidence in governance and service institutions, leading to increased licit economic growth.

As a demand-led program, pre-planned and set performance indicator targets will not drive the program.

Initial contractual and PMP targets will be developed in the spirit of aspirations and to provide budget guidance. They will be subject to continual review, analysis and re-calculation based on security, Territorial Consolidation Regional Offices - GRCT priorities, Local Government - LG capacity and community identified needs considerations.

Monitoring and Evaluation is not planning. The setting of targets, even soft ones, is the responsibility of the technical staff who design and implement projects. M&E's role is to facilitate the setting of targets, help technical staff analyze performance against targets to improve response precision and learning, providing methods and tools for the efficient and accurate collection of necessary data, and ensuring that M&E is supportive of programming, not an administrative burden. In CELI-Central every staff member, the COR and ADP Monitoring Officer are part of the M&E team.

The Quarterly Strategic Review will be the opportunity to look at performance against the previous quarters targets as part of a learning agenda towards the goal of improving precision based on pace of implementation, increased knowledge and communication with communities and institutions, and following the lead of the GRCTs implementing the PNC.

Since pre-ordained targets will not be the measurement of CELI-Central performance, success will be measured, quantitatively and qualitatively, by the quality, effectiveness, efficiency, speed and public satisfaction with response projects.

To that end, high-level indicators of impact will be measured by the USAID M&E Program<sup>3</sup> in terms of improved public perceptions about security, improved livelihoods and the quality of governance and services, through the GOC Municipal Development Index, Social Capital and Government Capacity indices. CELI-Central's response will contribute to the improvement of the higher-level indicators, as a part of a causal-linkage development hypothesis.

## **Context and Critical Assumptions**

The concept of consolidation refers to the expansion of legitimate state presence throughout the conflict regions of Colombia, as detailed in the country's National Consolidation Plan (PNC). At the heart of the GoC's strategy is an attempt to gain lasting control over large portions of rural and remote Colombia where the population is victimized by a conflict in the absence of

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<sup>3</sup> The USAID M&E Program is a separate contract operated by DevTech Inc. It's main goal is to support USAID/Colombia's management information needs. It provides continued performance monitoring, data verification and environmental compliance services. For the CELIs, it is in charge of implementing its impact evaluation, which among other data, produces high-level impact indicator results.

established political order. The government has conceived of a control-stabilization-consolidation continuum as one in which control and security are first established over a territory by the military. Once this precondition has been established, the territories transition to a phase where physical security provides favorable conditions for the establishment of democratic institutions of governance capable of effectively delivering public services, including justice and police functions as well as municipal capacity building, greater transparency and the amelioration of transportation, water, health, and education facilities, etc. Finally, as the territories move from the yellow to green security conditions, greater opportunities for licit economic livelihoods will allow for the further integration of *veredas* with a well-functioning state and market. Consolidation is achieved when citizens take ownership over the political process by exercising levers of influence in local governance to improve conditions for sustainable development by pursuing their material interests.

Following are critical assumptions we have identified that affect the M&E function the greatest in CELI-Central.

### **Continual Movement towards Consolidation**

The GOC has established a stoplight system for ranking *veredas* and municipalities by security status: red, yellow and green. CELI-Central will not be able to work in Red Zones. When they are declared yellow, CELI-Central will work with GRCTs to respond to immediate services and infrastructure needs, as well as provide farmers with assistance and build the capacity of peoples' organizations. As communities stabilize and local security and government gains capacity, TETRA TECH ARD CELI-Central will be able to work on building institutional capacities and increase programming in economic development. Our critical assumption is that the pace of transition of *veredas* from red to yellow (and yellow to green) continues, since this pace will greatly affect our programming and meeting contractual indicator targets.

In the region known as south of Tolima there are now several yellow *veredas* as a result of a process that has taken years. In Caquetá, the *vereda* classification process is just finishing (it is estimated to be completed in March 2012).

**Table 1: Example of Consolidation Status Change – La Macarena**

	July 2008	June 2011	Change
Green	27	73	46
Yellow	35	162	127
Red	314	141	-173
Natural Park	60	60	0
<b>Total <i>Veredas</i> GRCT Macarena</b>		<b>436</b>	

**Table 2: Example of Consolidation Status Change South of Tolima**

	August 2009	June 2011	Change
Green	8	14	6
Yellow	48	127	79

Red	308	303	-85
Total <i>Veredas</i> GRCT Macarena		444	

### GRCT and Approvals Effectiveness

CELI-Central is premised on strengthening the viability and effectiveness of the Regional Coordination Centers (GRCT). The GRCTs need to serve as an active catalyst to bring together the vision and resources of the multiple national stakeholders. Working intimately with the GRCTs provide the means by which the program can coordinate with the military and assist in linking the establishment of security with subsequent institutional and economic growth interventions that can build on the credibility established by the rapid response activities with medium and longer term initiatives that further consolidate the legitimacy of the state and enable licit economic opportunities. **Our critical assumptions in this area are: (1) GRCTs are staffed and able to work with communities to identify projects, and (2) the project development process and subsequent approvals through USAID are efficient so that response can be seen as immediate (and confirm state presence).**

### MISSION-MONITOR Interface

TETRA TECH ARD CELI-Central has developed under ADAM and MIDAS an effective MIS system for registering projects, tracking approvals, inputting M&E data and producing reports. SIM is being updated into a new and improved version called MISSION. USAID/Colombia is developing a database called MONITOR, into which ARD will input M&E data (and other information). **Our critical assumption is that there can be an efficient interface between the two systems so that (1) we can meet reporting schedules, and (2) any manual input between the two systems does not produce an unacceptable level of transcription error requiring constant revision.**

MONITOR began operating in October 2011, and we have been reviewing and adjusting the information reporting procedures, as well as the level of effort required for M&E and environmental tasks. Several adjustments have been made to MONITOR which have also required adjustments in MISSION. The interphase for the two information systems (MISSION and MONITOR) has yet to be designed and implemented, and most probably this would occur during the following months.

### Working with Fewer M&E Staff

CELI-Central will have a relatively small M&E staff. M&E will have to enter and maintain 86,000 household records and track approximately 1000 projects throughout the life of CELI-Central. Former processes, instruments, procedures and systems will have to be adapted in order to provide reliable, valid and timely indicator data (providing monthly reports on activity progress and quarterly reports into MONITOR). While many activities will be implemented through grants (with grantees doing a lot of input – beneficiary lists, payment sheets and data collection forms), the response nature of CELI will require some direct implementation by TETRA TECH ARD CELI-Central, meaning that these administrative processes must be done by CELI-Central staff. **Our critical assumption is that we will be able to adapt processes, procedures and systems to meet reporting schedules with a smaller complement of staff in both Bogota and in the regions.**

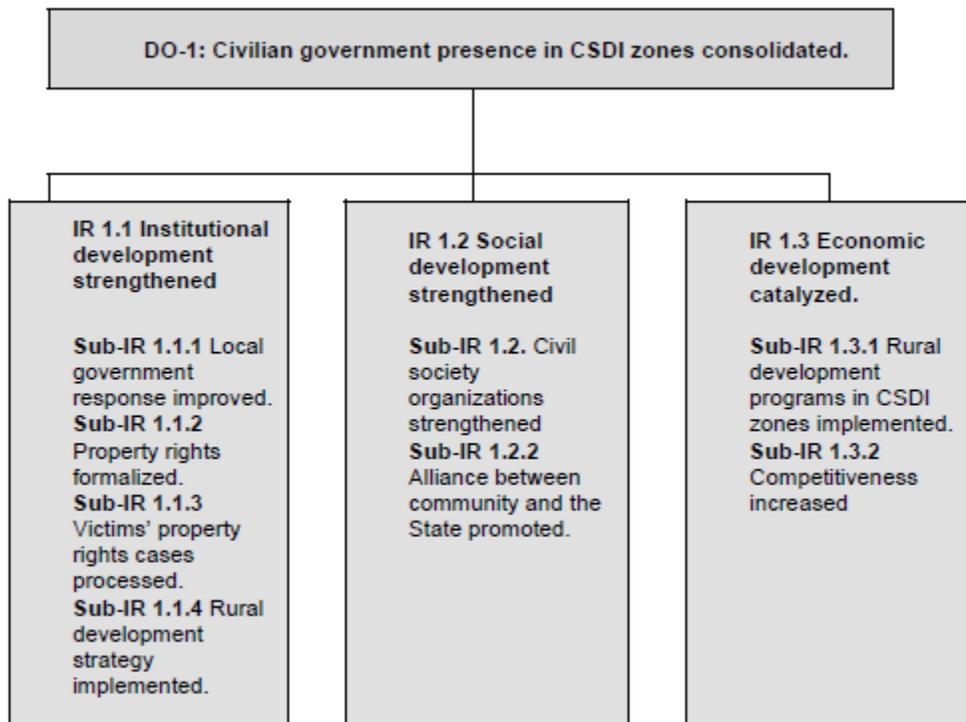
The original program document listed only 2 staff directly assigned to M&E. However, in the development of the work plan we have proposed to add one M&E Officer per regional office to ensure field operators and grantees are completing data collection forms, doing quality assurance on data, and ensuring data is entered into MISSION and/or MONITOR.

### **State Department “Re-Engineering Indicators”**

The CELI PMP contains several of the approved (FY 2011) FACTS indicators. During the preparation of this PMP, the US State Department has released their intention to replace FACTS with a new system with alternative indicators (and even some changes in the definitions of FACTS indicators that have been moved over to the State Department system). The roll-out, transition requirements and timetable for compliance are not yet known. **Our critical assumption is that the contractual and PMP indicators for CELI will not be affected by this transition, requiring (at some point) substitution of new indicators for reporting to the Congress.**

## Results Framework

While the goals of CELI-Central are premised on the National Consolidation Strategy, CELI-Central is accountable to USAID/Colombia’s DO-I Results Framework.



The Results Framework can be re-stated as a set of “if...then” statements in the form of a development hypothesis:

If... quality locally provided services are enhanced through immediate response (social and physical infrastructure), building local government capacity in public administration, improving linkages from local to national government, and improving the delivery of public services;

And if... improved participation and opportunities increase for addressing community-prioritized needs, building and maintaining local organizations, and increasing a culture of lawfulness;

And if... local economic development is fostered through linkages to and development of agricultural value chains and financing for on-farm and off-farm enterprises, providing a safe investment climate for private sector investment (including formalized land tenure and property rights)...

Then... licit livelihoods are expanded...contributing to (consolidation conditions of) improved state presence, improved trust and confidence for local government and services, and a stable environment is established for investment and economic growth.

## **Contractual Indicators**

Under the terms of the revised contract, TETRA TECH ARD CELI-Central has been given a set of Contractual Indicators. These indicators have LOP targets. However, as stated in the Principles Section, these targets will be periodically adjusted to reflect constraints and opportunities for CELI response to the GRCTs and the PNC. These indicators will be monitored as part of the M&E System and reported to USAID.

## **Contractual, Management and Non-Contractual Indicators Table**

The PMP Indicators come from the (revised) DO-I RF and PMP to ensure consistency across all CSDI programs. We will “close the books” on these indicators quarterly (except for those reportable annually) and submit the data (and appropriate back-up or supplemental information) into MONITOR.

On a monthly basis TETRA TECH ARD CELI-Central will provide a MISSION run of contractual and PMP indicators to the COR and ADP M&E Officer for review. However, it must be remembered that monthly frequency data may not have yet been cleaned or verified, and, in some cases making a monthly deadline for data delivery may be difficult based on distance and isolation, or security concerns. Therefore, quarterly PMP reports into MONITOR will be considered definitive.

Table I: Indicators FY2012

(Management Indicators, Contractual and Non – Contractual Indicators)

PMP Indicators		Targets					
		LOP	2012	2013	2014	2015	2016
<b>Management Indicators</b>							
MI-001	Nucleus Assemblies Held	77	51	26	0	0	0
MI-002	Vereda Workshops developed with the community to determine and prioritize activity portfolio	619	400	219	0	0	0
MI-003	Nucleus Plans elaborated and presented to Regional Committees for prioritization	77	51	26	0	0	0
MI-004	Regional Technical Committes Implemented	13	8	5			

PMP Indicators		Targets					
		LOP	2012	2013	2014	2015	2016
<b>Non - Contractual Indicators</b>							
NCI-001	Number of logistical support activities for the GOC/UAECT	200	100	60	40		
NCI-002	Resources committed as a result of logistical support to the GOC/UAECT	\$ 1,500,000	\$ 900,000	\$ 400,000	\$ 200,000		
NCI-003	Number of USG funded strenghtening activities for national, regional and local level public institutions	100	60	30	10		
NCI-004	CELI Central resources committed to trenghtening activities for national, regional and local level public institutions	\$ 700,000	\$ 300,000	\$ 200,000	\$ 200,000		
NCI-005	Number of national, regional and local level private institutions (associations, NGO's, guilds, etc.) that have recieved USG resources for strenghtening	200	40	100	60		
NCI-006	Resources committed as a result of strengthening support provided to national, regional and local level private institutions	\$ 1,000,000	\$ 200,000	\$ 500,000	\$ 300,000		
NCI-007	Number of pre-investment activities	100	20	50	30		
NCI-008	Resources committed as a result of pre-investment activities	\$ 4,000,000	\$ 1,000,000	\$ 2,000,000	\$ 1,000,000		
NCI-009	Number of additional hectares under improved techonologies or management practices as a result of USG assistance	2000	400	1000	400	200	
NCI-010	Number of kilometers of new or improved tertiary roads	600	300	300	0	0	
NCI-011	Number of social infraestructure activities completed	300	100	100	100		

PMP Indicators		Targets						
		LOP	2011	2012	2013	2014	2015	2016
<b>Contractual Indicators</b>								
DO1-003	Number and percentage of coca hectares in CSDI municipalities.	1,120	2,654	2,389	1,800	1,440	1,280	1,120
DO1-004	Public social services municipal index*	75.00	40.85	45	49	55	64	75
DO1-005	Percentage change of average household income in CSDI municipalities.	\$ 500,090	NA	\$ 462,010	\$ 471,250	\$ 480,670	\$ 490,290	\$ 500,090
DO1-006	Public funds leveraged in CSDI zones attributable to USG Interventions	\$ 144,000,000		\$ 14,400,000	\$ 21,600,000	\$ 28,800,000	\$ 36,000,000	\$ 43,200,000
DO1-008	Number of rapid impact projects implemented by USG implementers	150	NA	50	75	25	0	0
DO1-009	Amount and average percentage of annual change in municipal own-source income	22,316	19,405	19,696	20,050	20,852	21,616	22,316
DO1-010	Number of strategic national social programs implemented in CSDI municipalities.	15	5	8	11	15	0	0
DO1-011	Number and percentage of people benefitted by national social programs implemented in CSDI municipalities.	40,000	NA	9,000	15,000	16,000	0	0
DO1-012	Number of beneficiaries receiving improved infrastructure services (F indicator 4.4-8)	90,000	0	15,000	55,000	15,000	5,000	0
DO1-013	Governance capacity index	20	NA	37.4	42.4	47.4	52.4	57.4
DO1-024	Social Capital Index	20	NA	21,3	26,3	31,3	36,3	41,3
DO1-025	Number of CSO members supported by USG assistance	7,400	0	740 (222F, 518M)	1110 (333F, 777M)	1480 (444F, 1036M)	1850 (555F, 1295M)	2220 (666F, 1554M)
DO1-026	Change in Index of Organizational Capacity (ICO) of CSOs supported by USG assistance	30%	30%	30%	30%	30%	30%	30%
DO1-028	Level of accountability in CSDI municipalities	20	NA	25	30	35	40	45
DO1-029	Value of incremental sales of key supported products in CSDI zones	TBD	TBD	TBD	TBD	TBD	TBD	TBD
DO1-030	Number of strategic rural and economic development programs with territorial approach implemented in CSDI municipalities	8	NA	4	7	8	8	8
DO1-031	Number and percentage of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CSDI municipalities.	100,000	0	10,000	15,000	20,000	25,000	30,000
DO1-032	Private sector funds leveraged in CSDI zones attributable to USG Interventions	\$ 50,000,000	0	\$ 5,000,000	\$ 10,000,000	\$ 5,000,000	\$ 15,000,000	\$ 15,000,000
DO1-033	Number of private-public alliances formed	15	0	5	5	5	0	0
DO1-034	Number of rural households benefiting directly from USG interventions (F 4.5.2-13)	25,000	0	3,750	5,000	5,000	5,000	6,250
DO1-035	Number of people with a financial product from a local financial institution.	23,806	0	484	2,939	5,949	10,034	4,400
DO1-036	Total value of CSDI projects approved (USD million)	211.5	0	27.5	46	49	49.8	39.2
DO1-037	Total value of CSDI projects completed (USD million)	188	0	10.6	44	44	44	45.4
DO1-038	Total public investment in consolidation zones (USD million)							
DO1-039	Number of properties in cadaster formation or cadaster update processes supported in CSDI municipalities.	23,800	0	0	3,900	18,700	1,200	0
DO1-040	Number of formalized properties supported in CSDI municipalities	1,500	0	0	300	600	600	0
DO1-041	Number of restitution cases supported in CSDI municipalities	900	0	0	200	500	200	0

### Criteria to assign preliminary indicator goals

The goals for the set of indicators presented in the PMP (management, contractual and non-contractual), have been estimated according to the following criteria-

- Nucleus assemblies are meetings where the State and the community can get together and discuss the community's main interests and concerns.
- Vereda workshops allow the identification of local requirements and prioritization of activities that contribute to legitimization of State presence, guaranteeing participation of the social base through a confidence building exercise that brings the State closer to local communities.
- Nucleus plans are a set of activities organized by vereda, according to community prioritization. This Plan includes a matrix that discriminates activities by areas/components and allows a complete visualization of actions required to coordinate and implement the activities.
- Leveraging corresponds to private and public productive alliances, land activities, pre-investment activities, and activities concerning social infrastructure, social development, good governance, and others. Public sector leveraging will be adjusted once the institutional articulation phase has begun, according to established nucleus plans.
- Based on regional action plans, goals for vereda plans and nucleus plans have been structured and estimated.
- The initial vereda characterization survey applied by CCR and CELI Central in La Macarena municipalities enables the determination of the initial goal for new associations, given the need to formalize some associations as well as the identification of secondary and tertiary roads that need to be improved.

## CELI-Central Consolidated PMP Indicators Table

Results Framework	DO Indicator No	No	Indicators	Type	Disaggregation (all indicators by location)	Source and Method of Collection	Reporting Frequency
Management Indicators	MI-001	1	Nucleus Assemblies Held	M	Nucleus, Veredas, Municipalities	Regional Offices. Record in MISSION	Quarterly to MONITOR
	MI-002	2	Vereda Workshops developed with the community to determine and prioritize activity portfolio	M	Nucleus, Veredas, Municipalities	Regional Offices. Record in MISSION	Quarterly to MONITOR
	MI-003	3	Nucleus Plans elaborated and presented to Regional Committees for prioritization	M	Nucleus, Veredas, Municipalities	Regional Offices. Record in MISSION	Quarterly to MONITOR
	MI-004	4	Regional Technical Committees Implemented	M	Number of Committees	Regional and Central Offices. Record in MISSION	Quarterly to MONITOR

## CELI-Central Consolidated PMP Indicators Table

Results Framework	No	Indicators	Type	Disaggregation (all indicators by location)	Source and Method of Collection	Reporting Frequency
<b>DO-1: Civilian government presence in CSDI zones consolidated</b>						
Civilian government presence in CSDI zones consolidated.	DO1-003	Number and percentage of coca hectares in CSDI municipalities.	C	Geographic area (municipality, department, and CSDI zone)	Followed-up and reported by the M&E Program, taken from SIMCI report.	Annually.
	DO1-004	Public social services municipal index*	C	Geographic area (municipality, department, and CSDI zone)	Followed-up and reported by the M&E Program, taken from GoC's statistics	Annually.
	DO1-005	Percentage change of average household income in CSDI municipalities.	C	Geographic area: CSDI zone, Impact evaluation cluster	Collected and reported by the M&E Program from the CSDI Impact Evaluation data	Biennial, CSDI Impact Evaluation data (three measurements)

Results Framework	No	Indicators	Type	Disaggregation (all indicators by location)	Source and Method of Collection	Reporting Frequency
<b>IR 1.1 Institutional development Strengthened</b>						
IR1.1 Institutional developed strengthened.	DO1-006	Public funds leveraged in CSDI zones attributable to USG Interventions	C	Source of funds: (1) investment facilitated or (2) co-investment; type of funds (monetary or in-kind); level of government (municipal, departmental, national); geographic area ("vereda", municipality, department, and CSDI zone).	Project documents in MISSION	Quarterly to MONITOR
Sub IR 1.1.1 Local government response improved.	DO1-008	Number of rapid impact projects implemented by USG implementers	C	Geographic area (municipality, department, and CSDI zone)	Project documents in MISSION that will include the number of beneficiaries	Quarterly to MONITOR
Sub IR 1.1.1 Local government response improved.	DO1-009	Amount and average percentage of annual change in municipal own-source income	C	Geographic area (municipality, department, and CSDI zone)	Followed-up and reported by M&E Program, taken from secondary sources	Annually
Sub IR 1.1.1 Local government response improved.	DO1-010	Number of strategic national social programs implemented in CSDI municipalities.	C	Geographic area (municipality, department, and CSDI zone) type of social program	Project documents in MISSION	Quarterly to MONITOR

Results Framework	No	Indicators	Type	Disaggregation (all indicators by location)	Source and Method of Collection	Reporting Frequency
<b>IR 1.1 Institutional development Strengthened</b>						
Sub IR 1.1.1 Local government response improved.	DO1-011	Number and percentage of people benefitted by national social programs implemented in CSDI municipalities.	C	Geographic area (municipality, department, and CSDI zone); sex (if a direct count of people is not possible, implementers will be asked to give an estimation of sex disaggregation using reasonable methods), and program	Project documents in MISSION	Quarterly to MONITOR
Sub IR 1.1.1 Local government response improved.	DO1-012	Number of beneficiaries receiving improved infrastructure services (F indicator 4.4-8)	C	Geographic area ("vereda", municipality, department, and CSDI zone); sex (if a direct count of people is not possible, implementers will be asked to give an estimation of sex disaggregation using reasonable methods)	Project reports	Quarterly to MONITOR
Sub IR 1.1.1 Local government response improved.	DO1-013	Governance capacity index	C	Geographic area ("vereda", municipality, department, and CSDI zone)	Collected and reported by the M&E Program from the CSDI Perception Survey	Annually

Results Framework	No	Indicators	Type	Disaggregation (all indicators by location)	Source and Method of Collection	Reporting Frequency
<b>IR 1.1 Institutional development Strengthened</b>						
IR 1.2 Social development strengthened.	DO1-024	Social Capital Index	C	CSDI zone, Impact Evaluation cluster	Collected and reported by the M&E Program from the CSDI Attitudes and Perception Survey	Annually
<b>IR 1.2 Social development Strengthened</b>						
Sub-IR 1.2.1: CSO (Civil society Organizations) strengthened	DO1-025	Number of CSO members supported by USG assistance	C	Geographic area ("vereda", municipality, department, and CSDI zone), sex.	Project reports	Quarterly to MONITOR
Sub-IR 1.2.1: CSO (Civil society Organizations) strengthened	DO1-026	Change in Index of Organizational Capacity (ICO) of CSOs supported by USG assistance	C	Size (N of participants), urban/rural, geographic area ("vereda" -when data is available-, municipality, department, CSDI zone)	Project tracking reports. Will be able to analyze comparative size and composition of membership	Quarterly to MONITOR

Results Framework	No	Indicators	Type	Disaggregation (all indicators by location)	Source and Method of Collection	Reporting Frequency
<b>IR 1.2 Social development Strengthened</b>						
Sub-IR 1.2.2: Alliance between community and the State promoted.	DO1-028	Level of accountability in CSDI municipalities	C	CSDI zone, Impact Evaluation cluster	Collected and reported by the M&E Program from the CSDI Attitudes and Perception Survey	Annually
<b>IR 1.2 Social development Strengthened</b>						
IR 1.3 Economic Development Catalyzed.	DO1-029	Value of incremental sales of key supported products in CSDI zones	C	Geographic area (municipality, department, and CSDI zone) and product	Beneficiary registry data collection form submitted into MISSION	Quarterly to MONITOR
Sub-IR 1.3.1: Rural development programs in CSDI zones implemented.	DO1-030	Number of strategic rural and economic development programs with territorial approach implemented in CSDI municipalities	C	Geographic area (municipality, department, and CSDI zone) and type of social program	MISSION project tracking reports	Quarterly to MONITOR
Sub-IR 1.3.1: Rural development programs in CSDI zones implemented.	DO1-031	Number and percentage of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CSDI municipalities.	C	Geographic area (municipality, department, and CSDI zone); sex (if a direct count of people is not possible, implementers should estimate breakdown by sex using reasonable methods)	Beneficiary registry data collection form submitted into MISSION	Quarterly to MONITOR

Results Framework	No	Indicators	Type	Disaggregation (all indicators by location)	Source and Method of Collection	Reporting Frequency
<b>IR 1.2 Social development Strengthened</b>						
Sub-IR 1.3.2: Competitiveness increased	DO1-032	Private sector funds leveraged in CSDI zones attributable to USG Interventions	C	Cash, in-kind, credit, premium prices; source – enterprise, individual, community; geographic area (“vereda,” municipality, department, CSDI zone).	Reports	Quarterly to MONITOR
Sub-IR 1.3.2: Competitiveness increased	DO1-033	Number of private-public alliances formed	C	Partnership amount and disaggregation of counterpart contributions	Project documents. Will be able to provide analysis of different parties contributions and for what joint purpose	Quarterly to MONITOR
Sub-IR 1.3.2: Competitiveness increased	DO1-034	Number of rural households benefiting directly from USG interventions (F 4.5.2-13)	C	By sex household type: Female no male (FNM); male no female (MNF); male and female (M&F); continuing households; new households; ethnicity, geographic area (vereda, municipality, department, zone).	MISSION project tracking reports	Quarterly to MONITOR
Sub-IR 1.3.2: Competitiveness increased	DO1-035	Number of people with a financial product from a local financial institution.	C	Sex, urban/rural, geographic area (municipality, department, zone) and financial institution.	Financial institutions	Quarterly to MONITOR

Results Framework	No	Indicators	Type	Disaggregation (all indicators by location)	Source and Method of Collection	Reporting Frequency
<b>IR 1.2 Social development Strengthened</b>						
DO-1: Civilian government presence in CSDI zones consolidated.	DO1-036	Total value of CSDI projects approved (USD million)	C	Components: infrastructure, land, governance, social capital, economic development, CELIs funds, public funds, private funds.	Reports	Quarterly to MONITOR
DO-1: Civilian government presence in CSDI zones consolidated.	DO1-037	Total value of CSDI projects completed (USD million)	C	Components: infrastructure, land, governance, social capital, economic development, victims; CELIs funds, public funds, private funds.	Reports	Quarterly to MONITOR
DO-1: Civilian government presence in CSDI zones consolidated.	DO1-038	Total public investment in consolidation zones (USD million)	C	CSDI zones, municipalities.	Reports	Quarterly to MONITOR
Sub-IR 1.1.1 Local Government Response Improved	DO1-039	Number of properties in cadaster formation or cadaster update processes supported in CSDI municipalities.	C	Geographic Area (vereda / town, municipality, department, region): formation process: update process	Reports	Quarterly to MONITOR
Sub-IR 1.1.2 Property Rights Formalized	DO1-040	Number of formalized properties supported in CSDI municipalities	C	Type of land-holder: male, female, couple, under-age; number of hectares; ethnicity of the land-holder(s); institution (local government, the formalization program MARD, INCODER, other): private land / public state land; stage: claim, title, registration.	Reports	Quarterly to MONITOR
Sub-IR 1.1.3 Victims property rights cases processed	DO1-041	Number of restitution cases supported in CSDI municipalities	C	Type of land-holder: male, female, couple, youth; number of hectares; ethnicity of the land-holder(s); administrative phase, legal phase, cases ruled; properties with material restitution.	Reports	Quarterly to MONITOR

Results Framework	DO Indicator No	No	Indicators	Type	Disaggregation (all indicators by location)	Source and Method of Collection	Reporting Frequency
Non – Contractual Indicators	NCI-001	1	Number of logistical support activities for the GOC/UAECT	NC	Activities	Regional Offices. Record in MISSION	Quarterly to MONITOR
	NCI-002	2	Resources committed as a result of logistical support to the GOC/UAECT	NC	Activities	Regional Offices. Record in MISSION	Quarterly to MONITOR
	NCI-003	3	Number of USG funded strenghtening activities for national, regional and local level public institutions	NC	Activities	Regional Offices. Record in MISSION	Quarterly to MONITOR
	NCI-004	4	CELI Central resources committed to strenghtening activities for national, regional and local level public institutions	NC	Activities	Regional and Central Offices. Record in MISSION	Quarterly to MONITOR
	NCI-005	5	Number of national, regional and local level private institutions (associations, NGO's, guilds, etc.) that have received USG resources for strenghtening	NC	Type of private sector participant	Project documents. Will be able to provide analysis of different parties contributions and for what joint purpose	Quarterly to MONITOR
	NCI-006	6	Resources committed as a result of strengthening support provided to national, regional and local level private institutions	NC	Activities	Regional Offices. Record in MISSION	Quarterly to MONITOR
	NCI-007	7	Number of pre-investment activities	NC	Activities	Regional Offices. Record in MISSION	Quarterly to MONITOR
	NCI-008	8	Resources committed as a result of pre-investment activities	NC	Activities	Regional Offices. Record in MISSION	Quarterly to MONITOR
	NCI-009	9	Number of additional hectares under improved technologies or management practices as a result of USG assistance	NC	Type of crop	Producer Organization documents/registration, verified by sample survey	Quarterly to MONITOR
	NCI-010	10	Number of kilometers of new or improved tertiary roads	NC	Urban/rural	Project tracking reports	Quarterly to MONITOR
	NCI-011	11	Number of social infrastructure activities completed	NC	Activities	Regional Offices. Record in MISSION	Quarterly to MONITOR

## Management Indicators

The third type of indicator is the management indicator, requested by the COR with which to gauge the effectiveness and efficiency of ARD's implementation. These indicators will focus on the different processes required to comply with consolidation and CELI objectives and will have a follow up system of their own, given the amount of qualitative data involved. They respond to the basic methodological stages of community work agreed upon with USAID and the GRCT. (The indicators are shown in Table I).

### Community follow – up of consolidation activities

The CELI Central Program and the GOC are committed to closing the gap between state and community so that coordinated decisions can be made to achieve adequate local development, reduce social gaps and achieve sustainable long term peace and security.

In order to achieve this purpose, obtain effective participation and community empowerment, trust must be built amongst the legal actors in the region. In order to achieve this, different activities must be implemented by enabling communities to make decisions on what to implement and how, in coordination with municipal, departmental and national-level authorities and institutions.

In the framework of consolidation activities, there is a special interest in supporting operative committees (comités operativos) and civilian review boards (comités de veeduría). The first respond to the decisions and actions determined by the communities for the implementation of productive activities, as well as infrastructure, rapid response and institutional development activities.

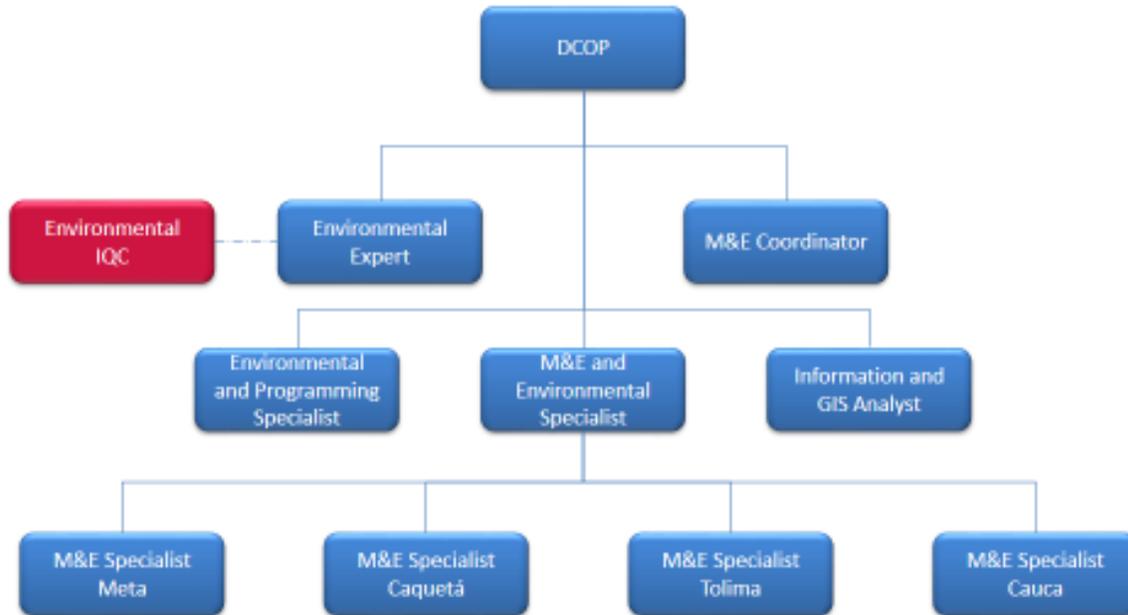
The second, the civilian review board, develop democratic mechanisms of community supervision, accountability and civilian participation of the activities being implemented with resources from the community, the GOC and the CELI Program.

As part of the activity implementation process, each activity will have an operative committee and a civilian review board from the beginning, and the members of these committees and boards will be trained in participatory methodologies. These committees will be made up of members of the community and their representatives, members of the Mayor's Office, local and national level institutions, GRCT, activity implementers and members of the CELI Central team.

When the nature or specification of the activities does not allow the creation of these committees, an adequate methodology for supervision and follow up will be designed.

# Staffing and Structure

Figure I



## **M&E Coordinator**

Overall quality control, analysis and presentation to senior staff on progress, achievements and needed actions; provides technical support to regions to ensure that M&E system, procedures are being followed. Diagnoses needs for system improvement. Designs surveys for indicators needing to be measured through surveys or sample surveys, and does analysis of regional and cross-regional (compiled) surveys; liaison to USAID ADP M&E, USAID Program Office (for MONITOR) and the M&E Contractor (as needed).

## **M&E Specialist**

Maintain and oversee M&E of MISSION at the operational level. Provide QA/QC over regional M&E, including inspection of M&E operations, provision of technical support and training. Provides operational support and guidance for regional survey work and does cross-regional compilation. Compiles universal data from regions and makes input into USAID MONITOR.

### **Regional M&E Officer (one in each region)**

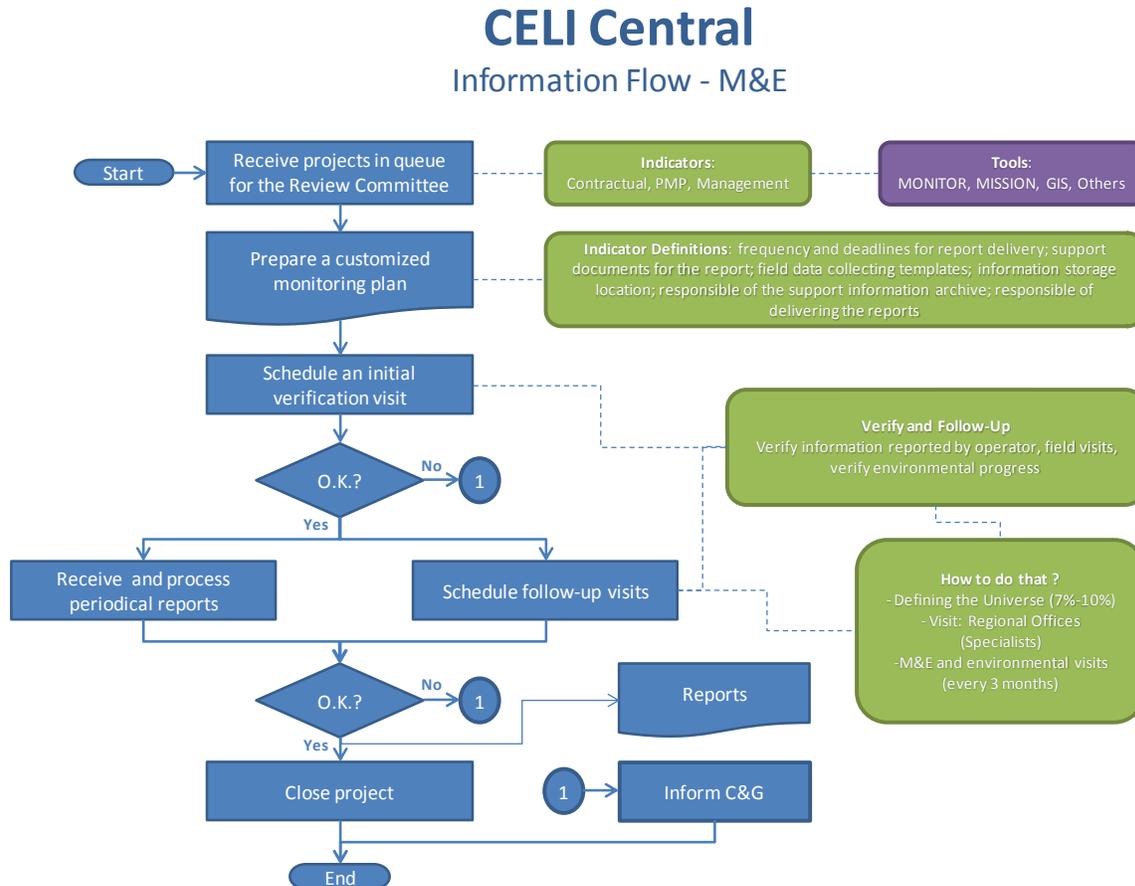
Ensures input of data, beneficiary registry, training registrations and payment sheets into MISSION, checks input for face validity, transcription errors, and does necessary data cleaning; ensures that archives and files are being kept. Prepares reports for Regional senior staff on the progress of projects; assists Field Operators to use GPS to take photos and GPS coordinates and then inputs camera/phone information into GIS software. Organizes and implements surveys (with Technical Specialists) for those indicators requiring surveys or sample surveys. Conducts (with Grants Specialist and Technical Specialists) interviews and inspections to confirm data and qualitatively assess project quality and benefits

Position requires training in:

- CELL goals, objectives and general orientation to TETRA TECH ARD CELI-Central
- Monitoring and evaluation principles
- USAID PMP procedures and requirements
- Use of standard data collection instruments
- Use of MISSION and document attachment
- Use of Monitor Information System
- Survey methodology and management
- Use of GPS camera/phone and how to upload onto GIS software
- Archiving of hard copy documents
- Interviewing skills

# Information Flow

Figure 2



## Indicator Data Flow Procedures

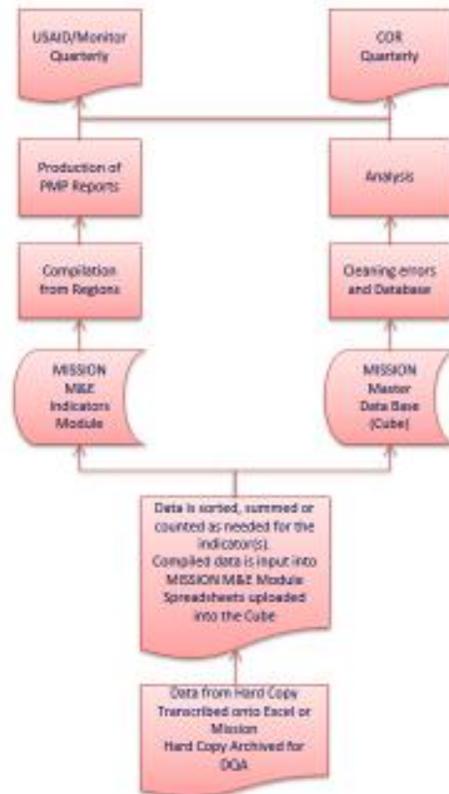
Activities are designed to meet response requests. Activity document is prepared and entered into MISSION for approval. At the same time, it is very important to upload the activity information into MONITOR to request an environmental approval. This is a requirement that applicable to all activities implemented with USAID funds. The Senior M&E Specialist will determine and assign which indicators are appropriate for the activity. The technical staff then provides the targets.

The activity implementer, either TETRA TECH ARD CELI-Central staff or the grantee, collect data on a monthly basis on a set of standard data collection instruments. Most probably, data is going to be collected in Excel spreadsheets. Once completed, the spreadsheets are archived for later examination to check transcription errors or for a formal DQA. Once the MISSION's indicators input module is tested in the regional offices, the information is going to be uploaded in the source.

In circumstances where there is no access to internet, like in some CELI Central areas, Excel spreadsheets will be used to collect information.

## PMP Data Flow

Figure 3



## Geo-Spatial Information System (GIS)

For infrastructure projects and other projects that can be identified by a GPS point, GPS data (and photographs) will be provided. These data will be collected by Technical Specialists and/or Field Operators (by TETRA TECH ARD CELI-Central for both grants and direct implementation) on units (GPS, GPS-enabled cameras, or GPS-enabled phone) that can also take photos that may be uploaded. These will be attached to the project file so that all information on a project is easily retrievable. GPS data will be transferred to GIS overlays for presentation and transfer to Monitor - USAID/Colombia systems (still under development).

For more dispersed projects (such a food security support for small plots), a GPS point will be made for the vereda and appropriate project data attached to that point. For projects that cover larger identifiable areas (large agricultural areas or roads), GPS polygons will be taken.

## Quality Control and Verification

Quality control begins before the project development process. Standard instrumentation, instructions and training set the stage for the collection of reliable and accurate data. The Regional M&E Officer will provide on-going training and technical assistance to ensure that data collection is being consistently administered.

As data comes in, the Regional M&E Officer will ensure that data meets face validity testing (the data seems reasonable) and is accurately transferred into MISSION and that hard copy back-up exists for all data entered. These will be archived for both internal and external data quality assessment (DQA), including transcription error checks.

The Regional M&E Officer will also be responsible for on-going quality assurance. Working with Field Operators and the Grants Coordinator, inspection and sampling will be done: (1) projects will be visited to ground-truth data, (2) sampling of beneficiary registries and payment sheets will test accuracy of data, and (3) interviews of beneficiaries will be done to qualitatively assess whether projects are meeting their outputs and objectives.

The M&E Specialist will conduct routine inspection of regional M&E operations, checking that data entry is being effectively and efficiently implemented, that archives are being kept, and ensure that M&E procedures are being followed.

Should any of these activities identify a discrepancy of the PMP data, a Discrepancy Report will be generated, documenting the difference between inspection and data collection instrumentation (that has already gone into the MISSION system). This will generate an investigation to reconcile the differences, under the auspices of the Regional Director. When the Discrepancy Report is adequately answered, a Reconciliation Report will be generated, resulting in a corrected report into MISSION and on to USAID MONITOR.

The Senior M&E Specialist(s) will conduct routine visits to the Regional Offices. The standard agenda for these trips are: (1) to check the status of discrepancy-reconciliation, (2) conduct additional inspections and qualitative interviews (to report to the Technical DCOP), (3) ensure the M&E system is working to specifications and identify improvements, and (4) provide technical assistance training to continually improve the performance of M&E systems.

Within the DQA activities and in line with the priority and independence that USAID is giving M&E activities, the idea is to have an external team in charge of field visits to enhance monitoring actions and review progress reported by activities implemented by CELI Central to strengthen consolidation efforts in selected areas. This team would operate by demand and should be capable of offering technicians and professionals of several disciplines with experience in hosting regions.

## Data Quality Assessment

### Internal DQA

- Verification procedures are a large part of the DQA process
- Includes checking for face validity and transcription errors
- Sample inspection of projects to confirm
- Archive of original hard copy data
- Outsourcing Team for follow up field visits

## External DQA

- Liaise with M&E Contractor on any DQA schedules

## Evaluation Plan

The indicators of impact of TETRA TECH ARD CELI Central will be measured by the USAID M&E Program in terms of improved public perceptions about security, improved livelihoods and the quality of governance and services, through the GOC Municipal Development Index, Social Capital and Government Capacity indices. Below is a description of the impact evaluation: Evaluation is the systematic collection and analysis of information about the characteristics and outcomes of programs and projects as a basis for judgments, to improve effectiveness, and/or inform decisions about current and future programming. Evaluation is distinct from assessment, which may be designed to examine country or sector context to inform project design, or an informal review of projects.

Evaluation in USAID has two primary purposes: accountability to stakeholders and learning to improve effectiveness. **ACCOUNTABILITY:** Measuring project effectiveness, relevance and efficiency, disclosing those findings to stakeholders, and using evaluation findings to inform resource allocation and other decisions is a core responsibility of a publicly financed entity. For evaluation to serve the aim of accountability, metrics should be matched to meaningful outputs and outcomes that are under the control or sphere of influence of the Agency. Accountability also requires comparing performance to ex ante commitments and targets, using methods that obtain internal validity of measurement, ensuring credibility of analysis, and disclosing findings to a broad range of stakeholders, including the American public. **LEARNING:** Evaluations of projects that are well designed and executed can systematically generate knowledge about the magnitude and determinants of project performance, permitting those who design and implement projects, and who develop programs and strategies – including USAID staff, host governments and a wide range of partners – to refine designs and introduce improvements into future efforts. Learning requires careful selection of evaluation questions to test fundamental assumptions underlying project designs, methods that generate findings that are internally and externally valid (including clustering evaluations around priority thematic questions), and systems to share findings widely and facilitate integration of the evaluation conclusions and recommendations into decision-making.

## Calendar of Activities

Below are the activities that TETRA TECH ARD CELI Central will perform in development of the PMP:

Activities	FY 2012				FY 2013				FY 2014				FY 2015				FY 2016			
	QR1	QR2	QR3	QR4																
Field visits*																				
Quarterly Strategic Review - QSR																				
PMP revision																				
Data Quality Assessment - DQAs																				
Impact Evaluation (M&E Program USAID)																				

\*The CELI Central M&E team will conduct at least one field visit a quarter to verify indicators and environmental commitments.

\*\*Other field visits will be scheduled and conducted directly by the M&E Program and mission members.

## **Performance Indicator Reference Sheets**

- **Contractual Indicators**

# **DEVELOPMENT OBJECTIVE 1: INDICATOR REFERENCE SHEETS**

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> N/A			
<b>Name of Sub-intermediate Result:</b> N/A			
<b>Indicator Number:</b> DO1-003			
<b>Name of Indicator:</b> Number of coca hectares in CSDI municipalities.			
<b>Is this an Output Indicator?</b> No		<b>Is this an Outcome Indicator?</b> Yes	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Number of hectares devoted to coca in CSDI municipalities, based on UNODC's Colombia Coca Cultivation Survey report (SIMCICSDI municipalities).			
<b>Indicator Collection and reporting to MONITOR</b>			
<b>Data Collection:</b> M&E Program <b>Collection Level:</b> Flag activity, <b>Source:</b> SIMCI			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format.			
<b>Calculation to MONITOR:</b> M&E Program from the SIMCI database			
<b>Unit of Measure:</b> Hectares			
<b>Disaggregated by:</b> Geographic area (municipality, department, and CSDI zone)			
<b>Justification &amp; Management Utility:</b> Provides an indirect measure of the effect of the consolidation strategy in reducing activity in the illicit economy.			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection method:</b> To be extracted from the PNCT database on a quarterly basis by the M&E Program.			
<b>Data Source:</b> Followed-up and reported by the M&E Program, taken from SIMCI report.			
<b>Method of data acquisition by USAID:</b> M&E Program, database located in MONITOR and updated monthly			
<b>Frequency and timing of data acquisition:</b> Annually			
<b>Estimated cost of data acquisition:</b> Included in USAID/Colombia M&E Program budget			
<b>Individual(s) responsible at USAID:</b> M&E Officer, CLE			
<b>Individual(s) responsible for providing data to USAID:</b> COP USAID/Colombia M&E Program			
<b>Location of Data Storage:</b> USAID/Colombia MIS Clearinghouse, MONITOR			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> FY2013			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> FY2015			
<b>Procedures for Future Data Quality Assessments:</b> To be determined.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by implementing partners in their quarterly reports. Programs' CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> Implementing partners' quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011	2,654		
2012	2,389		
2013	1,800		
2014	1,440		
2015	1,280		
2016	1,120		
LOP	1,120		
<b>THIS SHEET LAST UPDATED ON:</b> July 2013 <b>BY:</b> M&E Program To avoid version control problems, type the date and author of most recent revision or update to this reference sheet.			

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> N/A			
<b>Name of Sub-intermediate Result:</b> N/A			
<b>Indicator Number:</b> DO1-004			
<b>Name of Indicator:</b> Public social services municipal index*			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> The index is based on GOC annual data for all municipalities in the country, and is composed of coverage indicators of public and social services including electricity, health, education, and justice. Expanded explanation of source and the calculation of this index. See the following page.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data Collection:</b> M&E Program, <b>Collection Level:</b> Flag activity. <b>Source:</b> Statistics from GOC			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format			
<b>Calculation to MONITOR:</b> M&E Program			
<b>Unit of Measure:</b> Public social services index			
<b>Disaggregated by:</b> CSDI zone			
<b>Justification &amp; Management Utility:</b> Provides an indirect measure of the effect of the consolidation strategy in expanding State presence.			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection method:</b> To be extracted from GOC statistics on an annual basis by the M&E Program.			
<b>Data Source:</b> Followed-up and reported by the M&E Program, taken GOC's statistics.			
<b>Method of data acquisition by USAID:</b> M&E Program, database located in MONITOR and updated monthly			
<b>Frequency and timing of data acquisition:</b> Annually			
<b>Estimated cost of data acquisition:</b> Included in USAID/Colombia M&E Program budget			
<b>Individual(s) responsible at USAID:</b> M&E Officer, CLE			
<b>Individual(s) responsible for providing data to USAID:</b> COP USAID/Colombia M&E Program			
<b>Location of Data Storage:</b> USAID/Colombia MIS Clearinghouse, MONITOR			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> FY2013			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> FY2015			
<b>Procedures for Future Data Quality Assessments:</b> To be determined.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by implementing partners in their quarterly reports. Programs' CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> Implementing partners' quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011	40.85		
2012	45		
2013	49		
2014	55		
2015	64		
2016	75		
LOP	75		
<b>THIS SHEET LAST UPDATED ON July, 2013 BY: M&amp;E Program</b> To avoid version control problems, type the date and author of most recent revision or update to this reference sheet.			

## DO1-004: Public social services municipal index

Definition: The index is based on GOC's data annually available for all municipalities in the country, and is composed of coverage indicators of public and social services including electricity, health, education, and justice.

Disaggregated by: Geographic area (Municipality, department, and CSDI zone)

Reporting Frequency: The M&E Program will calculate the index annually.

The index is based on secondary data available annually for all municipalities in the country. It is constructed with indicators of coverage of public and social services such as electricity, health, education, Internet, and justice. The following table shows the component variables and the points attached to each in the index:

Variable	Source	Range	Points
<b>Public services</b>			
Electricity coverage rate %	Single Information System for Utilities	0-75	5
		76-85	10
		86-95	15
		>95	20
<b>Social Services</b>			
<b>Health</b>			
Ministry of Health			
Urban subsidy scheme coverage rate %		0-50	2
		51-74	4
		75-85	6
		86-95	8
		>95	10
Rural subsidy scheme coverage rate%		0-50	2
		51-74	4
		75-85	6
		86-95	8
		>95	10
<b>Education</b>			
Ministry of Education			
Preschool coverage rate %		0-10	1
		11-20	2
		21-40	3
		>40	4
Transition coverage rate %		0-50	1
		51-74	2
		75-95	3
		>95	4
Primary school coverage rate %		0-50	1
		51-74	2
		75-95	3
		>95	4
Secondary school coverage rate %		0-50	1
		51-74	2
		75-95	3
		>95	4
Middle school coverage rate %		0-50	1
		51-74	2
		75-95	3
		>95	4
<b>Communication</b>			
Ministry of Technology and Information			
Internet access (# of people with internet access)		0-<0.00141	2
		>0.00141-<0.00224	4
		>0.00224-<0.00351	6
		>0.00351-<0.01182	8
		0.00182-<0.16175	10
<b>Justice</b>			
Index of court backlog (number of unresolved cases)	Ministerio de Justicia	0-0.20	4
		0.21-0.40	8
		0.41-0.60	12
		0.61-0.80	16
		0.81-1.00	20
Presence of the Fiscal	Attorney General's Office	Si	10
		No	0
<b>TOTAL</b>			<b>100</b>

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> N/A			
<b>Name of Sub-intermediate Result:</b> N/A			
<b>Indicator Number:</b> DO1-005			
<b>Name of Indicator:</b> Average household income in CSDI municipalities.			
<b>Is this an Output Indicator?</b> No			<b>Is this an Outcome Indicator?</b> Yes
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> The household income is calculated by adding the last month of income of each of the individuals composing the household. Change is measured biennially in reference to the last period. Expanded explanation of source and the calculation of this indicator is included in the follow page.			
<b>Indicator Collection and Reporting to MONITOR</b>			
<b>Data Collection:</b> M&E Program <b>Collection Level :</b> Flag activity., <b>Source:</b> Impact evaluation			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format			
<b>Calculation to MONITOR:</b> M&E Program from the Structured Survey of the CSDI Impact Evaluation			
<b>Unit of Measure:</b> Household income (Colombian Pesos)			
<b>Disaggregated by:</b> : Geographic area: CSDI zone, impact evaluation cluster			
<b>Justification &amp; Management Utility:</b> The change in the average income of a household measures the evolution in the livelihood conditions of USAID direct beneficiaries in CSDI regions.			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection method:</b> To be collected by CSDI Impact Evaluation M&E Program			
<b>Data Source:</b> Collected and reported by the M&E Program from the Structured Survey of the CSDI Impact Evaluation			
<b>Method of data acquisition by USAID:</b> Collected from CSDI Impact Evaluation M&E Program through the USAID M&E "Monitor" MIS			
<b>Frequency and timing of data acquisition:</b> Biennial, CSDI Impact Evaluation data (three measurements)			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities or to be calculated and budgeted by new projects			
<b>Individual(s) responsible at USAID:</b> M&E Officer at CLE Office and M&E Program COR			
<b>Individual(s) responsible for providing data to USAID:</b> COP's of M&E Program			
<b>Location of Data Storage:</b> USAID M&E "Monitor" MIS, Supporting files kept at M&E Program offices.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> FY2013			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> FY2015			
<b>Procedures for Future Data Quality Assessments:</b> To be determined.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by implementing partners in their quarterly reports. Programs' CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> Implementing partners' quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011	NA		
2012	462,010		
2013	471,250		
2014	480,670		
2015	490,290		
2016	500,090		
LOP	500,090		
<b>THIS SHEET LAST UPDATED ON:</b> July 2013 <b>BY:</b> M&E Program To avoid version control problems, type the date and author of most recent revision or update to this reference sheet.			

**DO1-005: Average household income in CSDI municipalities.**

Definition: The household income is calculated by adding the last month of income of each of the individuals composing the household. The source of data will come from two questions from the CSDI Impact Evaluation survey.

Geographic area: municipality, department, and CSDI zone. (Disaggregation by municipality will only be possible if sample size of impact evaluation allows having representativeness by municipality.)

**Questions from the CSDI Impact Evaluation Survey:**

<b>Pregunta a cada uno de los miembros del hogar de 10 o más años</b>	<b>Valor</b>
328- Recibió algún ingreso en dinero en los tres últimos meses? Sí pasa a la pregunta 329 No: pasa a la siguiente persona del hogar	
329. El ingreso que recibió esta persona fue por: (anote el valor recibido en los tres últimos meses en cada una de las categorías). a. Trabajo por fuera del hogar b. Del negocio o proyecto productivo del hogar c. Ayudas en dinero recibidas de algún familiar o institución d. Otros	La sumatoria de los ingresos trimestrales de cada uno de los miembros de la familia de 10 años o más. Esta sumatoria se divide por tres para obtener el promedio mensual.

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> N/A			
<b>Name of Sub-intermediate Result:</b> N/A			
<b>Indicator Number:</b> DO1-036			
<b>Name of Indicator:</b> Total value of CSDI projects approved (USD million)			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Total value of projects that have been approved to be implemented in "CSDI" municipalities. CSDI municipalities are those where the Government of Colombia has requested the USG to contribute to the implementation of the PNCRT. Currently (December 2012) there are 40 CSDI municipalities. PNCRT's objective is to bring state presence and integrated development to municipalities that have been affected by illicit activities. Projects correspond to these areas: infrastructure, land, governance, social capital and economic development, victims. Total value includes CELI funds and counterpart (public and private funds).			
<b>Indicator Collection and Reporting to MONITOR</b>			
<b>Data collection:</b> To be collected by the CELI CENTRAL, <b>Collection Level:</b> Flag Activity, <b>Source:</b> Advance Activity			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format			
<b>Calculation of Indicator:</b> Sum of projects across CSDI zones			
<b>Unit of Measure:</b> Dollars			
<b>Disaggregated by:</b> Components (i.e. infrastructure, land, governance, social capital, economic development, victims, etc.); and funds sources (i.e. CELI funds, public funds, private funds)			
<b>Justification &amp; Management Utility:</b> Shows the level of USG investments and leveraging in consolidation municipalities			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection method:</b> To be collected by CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL			
<b>Method of data acquisition by USAID:</b> CSDI implementing partners through the USAID M&E "MONITOR" MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing CSDI contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> FY2013			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> FY2015			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Data will be analyzed by CELI CENTRAL in their quarterly reports. Programs' CORs/AORs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL's quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "MONITOR" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target USD	Actual	Notes
2011 (B/LINE)	0		
2012	27,500,000		
2013	46,000,000	108,637,202	
2014	49,000,000		
2015	49,800,000		
2016	39,200,000		
LOP	211,500,000		
<b>THIS SHEET LAST UPDATED ON:</b> August 5, 2013 BY: CELI Central M&E Team - Francisco Bautista			

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> N/A			
<b>Name of Sub-intermediate Result:</b> N/A			
<b>Indicator Number:</b> DO1-037			
<b>Name of Indicator:</b> Total value of CSDI projects completed (USD million)			
<b>Is this an Output Indicator?</b> No		<b>Is this an Outcome Indicator?</b> Yes	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<p><b>Precise Definition(s):</b> Total value of projects that have been completed in "CSDI" municipalities. CSDI municipalities are those where the Government of Colombia has requested the USG to contribute to the implementation of the PNCRT. As of December 2012, there are 40 CSDI municipalities. PNCRT's objective is to bring state presence and integrated development to municipalities that have been affected by illicit activities. Projects correspond to these areas: infrastructure, land, governance, social capital and economic development, victims. Total value includes CSDI funds and counterpart (public and private funds)</p> <p><b>Indicator Collection and Reporting to MONITOR:</b>  <b>Data collection:</b> To be collected by the implementing partner <b>Collection Level:</b> Flag Activity <b>Source:</b> Activity  <b>Reporting:</b> Using the MONITOR Simple Indicator Report Format  <b>Calculation of Indicator:</b> Sum of projects across CSDI zones</p> <p><b>Unit of Measure:</b> Dollars</p> <p><b>Disaggregated by:</b> Disaggregated by: Components: infrastructure, land, governance, social capital, economic development, victims; CELI funds, public funds, private funds.</p> <p><b>Justification &amp; Management Utility:</b> Shows the level of USG investments and leveraging in consolidation municipalities</p>			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection method:</b> To be collected by CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL			
<b>Method of data acquisition by USAID:</b> CSDI implementing partners through the USAID M&E "MONITOR" MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> N/A			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> N/A			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<p><b>Data Analysis:</b> Data will be analyzed by CELI CENTRAL in their quarterly reports.  Programs' CORs/AORs will undertake assessments of progress made with M&amp;E Program support.</p> <p><b>Presentation of Data:</b> CELI CENTRAL'S quarterly reports. Data can also be retrieved through automated reports from the USAID M&amp;E "MONITOR" MIS.</p> <p><b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.</p> <p><b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.</p>			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target USD	Actual	Notes
2011 (B/LINE)	0		
2012	10,600,000		
2013	44,000,000	31,000,000	
2014	44,000,000		
2015	44,000,000		
2016	45,400,000		
LOP	188,000,000		

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> N/A			
<b>Name of Sub-intermediate Result:</b> N/A			
<b>Indicator Number:</b> DO1-038			
<b>Name of Indicator:</b> Total public investment in consolidation zones (USD million)			
<b>Is this an Output Indicator? No</b>			<b>Is this an Outcome Indicator? Yes</b>
<b>Is this an (F) indicator? No</b>			
DESCRIPTION			
<b>Precise Definition(s):</b> Total funds invested in consolidation zones by the Government of Colombia (GOC) national entities. Consolidation zones are municipalities where the GOC's PNCRT is being implemented. The PNCRT's objective is to bring state presence and integrated development to municipalities that have been affected by illicit activities.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data Collection:</b> To be collected by the implementing partner, <b>Collection Level:</b> Activity, <b>Source:</b> Activity			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format revise and complete			
<b>Calculation of Indicator:</b> TBD Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Dollars			
<b>Disaggregated by:</b> CSDI zones, municipalities			
<b>Justification &amp; Management Utility:</b> Shows the level of GOC investments in consolidation municipalities and reflects increased State presence			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection method:</b> To be collected by USAID			
<b>Data Source:</b> Followed-up and reported by USAID, taken from the Plan Nacional de Consolidación Territorial (PNCT)			
<b>Method of data acquisition by USAID:</b> From the M&E Office of the Plan Nacional de Consolidación Territorial (PNCT)			
<b>Frequency and timing of data acquisition:</b> TBD			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> N/A			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> N/A			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Data will be analyzed by implementing partners in their quarterly reports. Programs' CORs/AORs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> Implementing partners' quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "MONITOR" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target USD Million	Actual	Notes
2011 (B/LINE)	0		
2012	0		
2013	0		
2014	0		
2015	0		
2016	0		

LOP	TBD		
<b>THIS SHEET LAST UPDATED ON:</b> July, 2013 <b>BY:</b> M&E Program			
To avoid version control problems, type the date and author of most recent revision or update to this reference sheet.			

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR1.1 Institutional development strengthened.			
<b>Name of Sub-intermediate Result:</b> N/A			
<b>Indicator Number:</b> DO1-006			
<b>Name of Indicator:</b> Public funds leveraged in CSDI zones attributable to USG Interventions (million USD)			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<p><b>Precise Definition(s):</b> Public sector funds leveraged refer to the value of (1) investment facilitated, i.e. national level public funds invested in the CSDI zones as a result of USG-supported initiatives and negotiations; and (2) co-investment made by public counterpart institutions at the local or national levels to directly support Consolidation and Livelihoods (CL) programs or activities. The indicator will both measure the “committed” value of leveraged funds and the “executed” value of leveraged funds. The committed value refers to demonstrable commitments made by public authorities that have not been disbursed. Leveraged refers to monetary and/or in-kind resources. The implementer will monetize in-kind funding. In-kind contributions of infrastructure and/or goods and services are monetized by the entity making the investment. Labor contributions are calculated on the basis of the standard rate for day labor in the region. The targets of this indicator are for the executed funds and not for the committed funds.</p> <p><b>Indicator Collection and Reporting to MONITOR:</b></p> <p><b>Data Collection:</b> To be collected by the CELI Central <b>Collection Level:</b> Flag activity., <b>Source:</b> Activity advances</p> <p><b>Reporting:</b> Using the MONITOR Simple Indicator Report Format, list the value of public sector funds. Breakdown by:</p> <ul style="list-style-type: none"> <li>• Funds committed or executed</li> <li>• Source (see definition above)</li> <li>• Type of investment (monetary or in-kind);</li> <li>• Level of government</li> </ul> <p><b>Calculation of Indicator:</b> Sum of funds across zones. MONITOR calculates the value of investment leveraged in pesos and dollars using the <i>Banco de la República</i> average exchange rate in effect over the last quarter.</p> <p><b>Unit of Measure:</b> Public funds leveraged.</p> <p><b>Disaggregated by:</b> Funds committed or funds executed; Source of funds: (1) investment facilitated or (2) co-investment; type of funds (monetary or in-kind); level of government (municipal, departmental, national); geographic area (“vereda”, municipality, department, and CSDI zone).</p> <p><b>Justification &amp; Management Utility:</b> USG funds are intended to be catalytic and to have sustainable benefits. Increased public sector investment in the zone reflects improved local institutional capacity and strengthened ties to national level programs.</p>			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL			
<b>Method of data acquisition by CELI CENTRAL:</b> Implementing partners through the USAID M&E “Monitor” MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing CELI CENTRAL contracts/activities.			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E “Mission” MIS and USAID M&E “MONITOR” MIS. Supporting files kept at implementers’ offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> FY2013			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> TBD			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by CELI CENTRAL in their quarterly reports. Programs’ CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL’S quarterly reports. Data can also be retrieved through automated reports from the USAID M&E “Monitor” MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with CELI CENTRAL.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target USD	Actual	Notes
2012	14,400,000		
2013	21,600,000		

2014	28,800,000		
2015	36,000,000		
2016	43,200,000		
LOP	144,000,000		
<b>THIS SHEET LAST UPDATED ON:</b> August 5, 2013 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR1.1 Institutional development strengthened.			
<b>Name of Sub-intermediate Result:</b> Sub IR 1.1.1 Local government response improved.			
<b>Indicator Number:</b> DO1-008			
<b>Name of Indicator:</b> Number of rapid impact projects implemented by USG implementers			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Rapid impact projects are social infrastructure and income generation activities that the community has identified as priorities. This indicator will only count the projects that are completely funded or have some funding from USG CSDI implementers. These projects are identified, planned, and implementation begun within 3 months to demonstrate that the State can respond effectively to the community felt needs. The primary focus of these projects is to provide tangible evidence that the State can respond to community requests, and activities should not only be carried out quickly but should also include buy-in (and contributions if possible) from local government to create relationships between communities and their governments. These projects respond to a felt need and additionally improve the life quality of residents, state presence, and public trust in institutions.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data Collection:</b> Collected by CELI CENTRAL <b>Collection Level:</b> Activity, <b>Source:</b> Advances Activity			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format, list the number of implementer rapid impact projects during the quarter with breakdown by geographic area (Activity Sheet)			
<b>Calculation of Indicator:</b> Sum of projects across zones.			
<b>Unit of Measure:</b> Rapid impact projects			
<b>Disaggregated by:</b> Geographic area (municipality, department, and CSDI zone)			
<b>Justification &amp; Management Utility:</b> Rapid impact projects show immediate response to local needs and build support for local governments.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL			
<b>Method of data acquisition by CELI CENTRAL:</b> Implementing partners through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing CELI CENTRAL contracts/activities.			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL /M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by CELI CENTRAL partners in their quarterly reports. Programs' CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL'S quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with CELI CENTRAL			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2012	50		
2013	75		
2014	25		
2015	0		
2016	0		
LOP	150		

**THIS SHEET LAST UPDATED ON:** August 5, 2013 **BY:** CELI Central M&E Team - Francisco Bautista

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR1.1 Institutional development strengthened.			
<b>Name of Sub-intermediate Result:</b> Sub IR 1.1.1 Local government response improved.			
<b>Indicator Number:</b> DO1-009			
<b>Name of Indicator:</b> Municipal own-source income (Million COP)			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Municipal fixed own-source income is income from tax and non-tax sources. Tax sources include property tax and industrial/commercial tax. Non-tax sources are fees collected from municipal public services. Absolute values refer to the amount of own-source income from tax and non-tax sources. The percentage change is annual percentage change in own-source income. The value in the targets corresponds to millions of COP. See the following page for detailed explanation.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data Collection:</b> M & E Program. <b>Collection level:</b> Project, <b>Source:</b> DNP-side data			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format			
<b>Calculation of indicator:</b> M&E Program from Secondary Data Source			
<b>Unit of Measure:</b> Municipal Income from tax and non-tax own-sources			
<b>Disaggregated by:</b> Geographic area (municipality, department, and CSDI zone)			
<b>Justification &amp; Management Utility:</b> Increases in municipal own-source income reflect a strengthening local economic base and stability.			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection method:</b> Collected by the M&E Program from secondary sources			
<b>Data Source:</b> DNP's Desarrollo Territorial			
<b>Method of data acquisition by USAID:</b> M&E Program, database located in MONITOR and updated monthly			
<b>Frequency and timing of data acquisition:</b> Annually			
<b>Estimated cost of data acquisition:</b> Included in USAID/Colombia M&E Program budget			
<b>Individual(s) responsible at USAID:</b> M&E Coordinator, CLE			
<b>Individual(s) responsible for providing data to USAID:</b> COP USAID/Colombia M&E Program			
<b>Location of Data Storage:</b> USAID/Colombia MIS Clearinghouse, MONITOR			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by implementing partners in their quarterly reports. Programs' CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> Implementing partners' quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011	19,405,000		
2012	19,696,000		
2013	20,050,000		
2014	20,852,000		
2015	21,616,000		
2016	22,316,000		
LOP	22,316,000		
<b>THIS SHEET LAST UPDATED ON: THIS SHEET LAST UPDATED ON:</b> July 2013 <b>BY:</b> M&E Program To avoid version control problems, type the date and author of most recent revision or update to this reference sheet.			

## DO1-009: municipal own-source income.

Definition: Municipal fixed own-source income is income from tax and non-tax sources. Tax sources include property tax and industrial/commercial tax. Non tax sources are fees collected from municipal public services.

Measured in Colombian Pesos

Disaggregated by: Geographic area (municipality, department, and CSDI zone)

Reporting Frequency: Annually.

Data is provided by municipal income information (Income *Tax and non-income Tax*) taken from DNPs *Desarrollo Territorial* section on the Website<sup>4</sup>.

ZONA/ departamento	MUNICIPIO	Ingresos Tributarios (millones de \$)	Ingresos No tributarios (millones de pesos)	Total de ingresos propios (millones de pesos)	Total ingresos del municipio (millones de pesos)	Porcentaje de ingresos que corresponden a recursos propios 2010
Nariño	Tumaco	7.132	254	7.386	180.686	4%
<b>SUR</b>	<b>TOTAL</b>	<b>7.132</b>	<b>254</b>	<b>7.386</b>	<b>180.686</b>	<b>4%</b>
Tolima	Ataco	860	176	1.036	12.206	8%
Tolima	Chaparral	4.008	419	4.427	20.676	21%
Tolima	Planadas	788	228	1.016	14.054	7%
Tolima	Rioblanco	536	253	789	10.043	8%
Meta	La Macarena	725	167	892	9.991	9%
Meta	Mesetas	905	223	1.128	8.209	14%
Meta	Puerto Rico	1.370	228	1.598	9.321	17%
Meta	San Juan de Arama	949	214	1.163	8.132	14%
Meta	Uribe	268	59	327	6.701	5%
Meta	Vista Hermosa	1.331	150	1.481	11.537	13%
Caqueta	Cartagena del Chaira	1.445	189	1.634	12.415	13%
Caqueta	San Vicente del Caguan	2.624	230	2.854	20.306	14%
Caqueta	La Montañita	1.006	54	1.060	9.970	11%
<b>CENTRAL</b>	<b>TOTAL</b>	<b>16.815</b>	<b>2.590</b>	<b>19.405</b>	<b>153.561</b>	<b>13%</b>
Córdoba	Montelíbano	3.765	48	3.813	20.555	19%
Córdoba	Puerto Libertador	1.537	32	1.569	18.237	9%
Córdoba	Tierralta	5.709	217	5.926	41.071	14%
Córdoba	Valencia	1.036	68	1.104	18.734	6%

<sup>4</sup> Departamento Nacional de Planeación (DNP), *Desarrollo Territorial Sostenible*, Available at <http://www.dnp.gov.co/programas/desarrolloterritorial.aspx> [Accessed on December 06, 2011]

ZONA/ departamento	MUNICIPIO	Ingresos Tributarios (millones de \$)	Ingresos No tributarios (millones de pesos)	Total de ingresos propios (millones de pesos)	Total ingresos del municipio (millones de pesos)	Porcentaje de ingresos que corresponden a recursos propios 2010
Antioquia	Anorí	4.324	215	4.539	16.234	28%
Antioquia	Briceño	623	193	816	6.420	13%
Antioquia	Cáceres	1.643	282	1.925	14.949	13%
Antioquia	Caucacia	7.045	738	7.783	42.969	18%
Antioquia	El Bagre	3.830	490	4.320	26.510	16%
Antioquia	Ituango	1.314	483	1.797	14.792	12%
Antioquia	Nechí	1.190	341	1.531	19.168	8%
Antioquia	Tarazá	2.317	551	2.868	23.545	12%
Antioquia	Valdivia	1.083	338	1.421	11.791	12%
Antioquia	Zaragoza	1.341	415	1.756	15.766	11%
<b>NORTE</b>	<b>TOTAL</b>	<b>36.757</b>	<b>4.411</b>	<b>41.168</b>	<b>290.741</b>	<b>14%</b>
Bolivar	El Carmen de Bolívar	619	11	630	25.972	2%
Sucre	Ovejas	410	7	417	14.736	3%
Bolivar	San Jacinto	904	1	905	14.190	6%
Sucre	San Onofre	1.757	183	1.940	29.265	7%
Montes María	<b>TOTAL</b>	<b>3.690</b>	<b>202</b>	<b>3.892</b>	<b>84.163</b>	<b>5%</b>
<b>total CSDI</b>		<b>64.394</b>	<b>7.457</b>	<b>71.851</b>	<b>709.151</b>	<b>10%</b>

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR1.1 Institutional development strengthened.			
<b>Name of Sub-intermediate Result:</b> Sub IR 1.1.1 Local government response improved.			
<b>Indicator Number:</b> DO1-010			
<b>Name of Indicator:</b> Average number of strategic national social programs implemented in CSDI zones.			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> National social programs are programs of GoC ministries and agencies intended to be implemented throughout the country. These programs are not necessarily reaching CSDI municipalities. The goal is to bring down these programs to these municipalities. A list of programs is provided in the next page. The indicator is the number of individual programs per CSDI zone. - the same program cannot be counted twice if present in more than one municipality. See the following page.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data Collection:</b> Collected by CELI CENTRAL. <b>Collection Level:</b> Flag activity, <b>Source:</b> Advances Activity			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format list the number of programs present in the zone during the quarter with breakdown by geographic area and type of social program.			
<b>Calculation of Indicator:</b> Average of programs per zone.			
<b>Unit of Measure:</b> National social programs.			
<b>Disaggregated by:</b> Geographic area (municipality, department, and CSDI zone ) type of social program			
<b>Justification &amp; Management Utility:</b> The national social programs improve service delivery in the municipality and reflect strengthened local links to the State.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL Implementing Partners			
<b>Method of data acquisition by CELI CENTRAL:</b> CSDI Implementing partners through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing CELI CENTRAL contracts/activities.			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL /M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by CELI CENTRAL in their quarterly reports. Programs' CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL'S quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with CELI CENTRAL			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011	5		
2012	8		
2013	11		
2014	15		
2015	0		
2016	0		
LOP	15		
<b>THIS SHEET LAST UPDATED ON:</b> August 5, 2013 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

**DO1-010: Number of strategic national social programs implemented in CSDI municipalities.**

Definition: The national social programs are programs that depend from GOC's ministries and agencies but are not necessarily reaching CSDI municipalities. The goal is to bring down these programs to these municipalities. Below is a list of social programs.

Disaggregated by: Geographic area (municipality, department, and CSDI zone)

Data source and Reporting Frequency: Reported by CSDI implementing Partners/Quarterly.

**List of national social programs**

Programa	Program	Institución
Alfabetización de jóvenes y adultos	Youth and adult literacy	Ministerio de Educación
Documentación/Cedulación	Identity documentation	Registraduría Nacional Del Estado Civil
Educación en salud y bienestar: Salud sexual y reproductiva <ul style="list-style-type: none"> <li>• Prevención del cáncer</li> <li>• Nutrición infantil</li> <li>• Jornadas de vacunación</li> </ul>	Health promotion and welfare programs: <ul style="list-style-type: none"> <li>• Sexual and reproductive care</li> <li>• Cancer prevention</li> <li>• Child nutrition</li> <li>• Vaccinations campaigns</li> </ul>	Ministerio de Salud (ICBF)
Planes de seguridad y convivencia	Security and coexistence plans	Policía Nacional
Radio comunitaria	Community radio	Ministerio de Cultura
Reclutamiento		
Fondos Campesinos		

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR1.1 Institutional development strengthened.			
<b>Name of Sub-intermediate Result:</b> Sub IR 1.1.1 Local government response improved.			
<b>Indicator Number:</b> DO1-011			
<b>Name of Indicator:</b> Number of people benefitted by national social programs implemented in CSDI municipalities.			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Number of people benefitting from social national programs that are being implemented in CSDI municipalities. Implementers will be asked to estimate using reasonable methods the number of beneficiaries of national social programs.			
<b>Indicator Collection and Reporting to MONITOR:</b> Using the MONITOR Simple Indicator Report Format, list the number of and percentage of people benefitted by national social programs during the quarter showing the breakdown by geographic area, sex (see definition) and program.			
<b>Data collection:</b> To be collected by implementing partners, <b>Collection Level:</b> Flag activity, <b>Source:</b> Advances Activity			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format list the number of people benefitting with the breakdown by: <ul style="list-style-type: none"> <li>• Sex</li> <li>• Geographic area</li> </ul>			
<b>Calculation of Indicator:</b> Sum of the number of beneficiaries across municipalities. MONITOR calculates average percent of population per municipality.			
<b>Unit of Measure:</b> Number of people benefited.			
<b>Disaggregated by:</b> Geographic area (municipality, department, and CSDI zone); sex (if a direct count of people is not possible, implementers will be asked to give an estimation of sex disaggregation using reasonable methods), and program.			
<b>Justification &amp; Management Utility:</b> This indicator complements the previous indicator by measuring not only the presence of the programs but also the extent to which the programs are reaching rural residents.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL			
<b>Method of data acquisition by CELI CENTRAL :</b> Implementing partners through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing CELI CENTRAL contracts/activities.			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by CELI CENTRAL in their quarterly reports. Programs' CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL'S quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with CELI CENTRAL.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011	NA		
2012	9.000		
2013	15.000		
2014	16.000		
2015	0		
2016	0		
LOP	40.000		

**THIS SHEET LAST UPDATED ON:** August 5, 2013 **BY:** CELI Central M&E Team - Francisco Bautista

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR1.1 Institutional development strengthened.			
<b>Name of Sub-intermediate Result:</b> Sub IR 1.1.1 Local government response improved.			
<b>Indicator Number:</b> DO1-012			
<b>Name of Indicator:</b> Number of beneficiaries receiving improved infrastructure services (F indicator 4.4-8)			
<b>Is this an Output Indicator?</b> No		<b>Is this an Outcome Indicator?</b> Yes	
<b>Is this an (F) indicator?</b> Yes (F 4.4-8)			
DESCRIPTION			
<b>Precise Definition(s):</b> This is the number of people who benefit from improved infrastructure services due to USAID assistance. This means that people either use an infrastructure service (such as transport) or receive an infrastructure product (such as water, sanitation, or electricity). Implementers will be asked to estimate using reasonable methods the number of beneficiaries of this infrastructure.			
<b>Indicator collection and Reporting to MONITOR:</b>			
<b>Data Collection:</b> Collected by CELI CENTRAL, <b>Collection Level:</b> Activity, <b>Source:</b> Advances Activity			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format, list the number of persons receiving improved infrastructure services during the quarter showing the breakdown by geographic area and sex.			
<b>Calculation of Indicator:</b> Sum across zones.			
<b>Unit of Measure:</b> Persons			
<b>Disaggregated by:</b> Geographic area ("vereda", municipality, department, and CSDI zone); sex (if a direct count of people is not possible, implementers will be asked to give an estimation of sex disaggregation using reasonable methods)			
<b>Justification &amp; Management Utility:</b> Indicates the increasing amount of infrastructure outputs and services available as a result of USAID programs. Enables USAID to explain to external stakeholders how many persons globally benefit from USAID-supported infrastructure.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL Implementing Partners			
<b>Method of data acquisition by CELI CENTRAL:</b> Implementing partners through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing CELI CENTRAL contracts/activities.			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL /M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> November 2012			
<b>Known Data Limitations and Significance (if any):</b> Need for uniformity in estimation methods.			
<b>Actions Taken or Planned to Address Data Limitations:</b> Based on the DQA FY12 recommendations action plan to be developed by MEP there will be workshops held to standardize implementing partner data collection methods for this indicator.			
<b>Date of Future Data Quality Assessments:</b> FY2015			
<b>Procedures for Future Data Quality Assessments:</b> To be determined.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by CELI CENTRAL in their quarterly reports. Programs' CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL'S quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with CELI CENTRAL.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011	0		
2012	15.000		
2013	55.000		
2014	15.000		
2015	5.000		
2016	0		
LOP	90.000		

**Performance Indicator Reference Sheet**

**Name of Development Objective:** DO-1: Civilian government presence in CSDI zones consolidated.

**Name of Intermediate Result:** IR1.1 Institutional development strengthened.

**Name of Sub-intermediate Result:** Sub IR 1.1.1 Local government response improved.

**Indicator Number:** DO1-013

**Name of Indicator:** Governance capacity index

**Is this an Output Indicator?** No

**Is this an Outcome Indicator?** Yes

**Is this an (F) indicator?** No

**DESCRIPTION**

**Precise Definition(s):** The index includes the community's:

- Access to services
- Perceptions of quality of services
- Perception of presence, honesty and quality of local governance

See the following page for detailed explanation.

**Indicator collection and Reporting to MONITOR**

**Data Collection:** M&E Program, **Collection Level:** Flag activity, **Source:** CSDI Impact Evaluation data (three measurements in total)

**Reporting** Using the MONITOR Simple Indicator Report Format.

**Calculation of Indicator:** TBD From the CSDI Survey Impact Evaluation

**Unit of Measure:** Governance capacity index

**Disaggregated by:** Geographic area ("vereda", municipality, department, and CSDI zone)

**Justification & Management Utility:** The improvement of public services and the improvement of institutions' management capacity increase trust in local government and promote the participation in local initiatives. Strengthening of local governments is a key indicator of the success of local government activities.

**PLAN FOR DATA ACQUISITION BY USAID**

**Data collection method:** To be collected from CSDI Survey of Attitudes and Perceptions

**Data Source:** CSDI Survey of Attitudes and Perceptions

**Method of data acquisition by USAID:** Collected from CSDI Survey of Attitudes and Perceptions by the M&E Program through the USAID M&E "Monitor" MIS

**Frequency and timing of data acquisition:** Biennial.

**Estimated cost of data acquisition:** Cost subsumed under existing contracts/activities or to be calculated and budgeted by new projects.

**Individual(s) responsible at USAID:** M&E Officer at CLE Office and M&E Program COR

**Individual(s) responsible for providing data to USAID:** COPs of M&E Program

**Location of Data Storage:** USAID M&E "Monitor" MIS, Supporting files kept at M&E Program offices.

**DATA QUALITY ISSUES**

**Date of Initial Data Quality Assessment:** 2013

**Known Data Limitations and Significance (if any):** To be determined.

**Actions Taken or Planned to Address Data Limitations:** To be determined.

**Date of Future Data Quality Assessments:** NA

**Procedures for Future Data Quality Assessments:** NA

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

**Data Analysis:** Data will be analyzed by implementing partners in their quarterly reports. Programs' CORs/AOTRs will undertake assessments of progress made with M&E Program support.

**Presentation of Data:** Implementing partners' quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.

**Review of Data:** DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.

**Reporting of Data:** Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.

**OTHER NOTES**

**Notes on Baselines/Targets:**

**Other Notes:**

**PERFORMANCE INDICATOR VALUES CELI CENTRAL**

Fiscal Year	Target	Actual	Notes
2011	NA		
2012	37,4		
2013	42,4		
2014	47,4		
2015	52,4		

2016	57,4		
LOP	20		
<b>THIS SHEET LAST UPDATED ON:</b> July 2013 <b>BY:</b> M&E Program To avoid version control problems, type the date and author of most recent revision or update to this reference sheet.			

### DO1-013: Governance capacity Index.

Definition: The index includes the community's:

- Access to services
- Perceptions of quality of services
- Perception of presence, honesty and quality of local governance

Disaggregated by: CSDI zone

Reporting Frequency: Annually.

### GOVERNANCE CAPACITY INDEX

The term *governance* has been measured from various points of view and in some cases with very broad definitions that include multiple dimensions. This indicator, Government capacity index, refers basically to local governments and includes: access to social services; perceptions of quality of services and perceptions of presence, honesty and quality of local governance.

Based on a literature review<sup>5</sup>, and keeping in mind the local context as reference, other dimensions that should be included for assessing governance are: the way in which the municipal officials are elected, institutional trust, accountability and participation, and social networks. These dimensions are already included in other indexes of the PMP (Social capital, Accountability index and "Citizens in CSDI municipalities participating in political activities").

Here are the questions in the base line structured survey to be used to calculate the Governance Capacity Index on an annual basis:

VARIABLES	PREGUNTAS – EE.LB.	CÁLCULO DEL PUNTAJE	PUNTAJE (VALOR MAX)
Acceso a servicios: 1. Públicos 2. Salud 3. Educación 4. Seguridad 5. Justicia	<b>1. SERVICIOS PÚBLICOS:</b> <b>212.</b> En la actualidad, la vivienda donde usted habita tiene acceso a los siguientes servicios públicos, privados o comunales: a. Energía eléctrica b. Gas por tubería c. Gas de pipeta (propano) d. Acueducto	<b>SERVICIOS PÚBLICOS:</b> <b>212.</b> No = 0 / Sí = 1 (para a, b, c, d, e, f, g y h) <b>EDUCACIÓN:</b> <b>404 – 405</b> Si el número para ambas es igual = 4 Si hay diferencia de 1 = 2 Si hay diferencia de 2 o	<b>24</b>

<sup>5</sup> World Bank, The Worldwide Governance Indicators (date). Governance is defined as "the traditions and institutions through which authority is exercised in the country. This includes (a) the processes through which governments are selected, monitored, and replaced; (b) the capacity of the government to effectively formulate and implement basic policies; and (c) the respect of the citizens and the State for the institutions that regulate the economic and social relationships between them."

VARIABLES	PREGUNTAS – EE.LB.	CÁLCULO DEL PUNTAJE	PUNTAJE (VALOR MAX)
	e. Alcantarillado f. Recolección de basuras g. Teléfono fijo h. Teléfono celular <b>2. SALUD: ---</b> <b>3. EDUCACIÓN:</b> <b>1ERA INFANCIA</b> <b>404</b> ¿Cuántas personas del hogar son menores de 5 años? <b>405.</b> ¿Cuántos de estos niños tiene acceso a un servicio de cuidado como guardería u hogar comunitario? <b>PRIMARIA</b> <b>408.</b> ¿Cuántas personas del hogar tienen entre 5 y 11 años? <b>409.</b> ¿Cuantas personas de 5 a 11 años del hogar están asistiendo a un establecimiento escolar? <b>SECUNDARIA</b> <b>413</b> ¿Cuántas personas del hogar tienen entre 12 y 18 años? <b>414</b> ¿Cuántas personas del hogar de 12 a 18 años están asistiendo a un establecimiento escolar?  <b>4. SEGURIDAD...</b> <b>1205.</b> ¿Existen los siguientes servicios en su vereda, corregimiento o centro poblado? <b>a.</b> Los servicios de seguridad ciudadana de la <b>Policía</b> <b>b.</b> Los servicios de las <b>Fuerzas Militares</b> (Ejército, Armada, Fuerza Aérea) <b>5. JUSTICIA...</b> <b>1402</b> ¿Existen los siguientes servicios en su vereda o corregimiento? <b>a.</b> Los servicios de justicia formal (Fiscalía, Jueces, Procuraduría, inspecciones de policía, casas justicia) <b>b.</b> Los servicios de justicia alternativa (Jueces de paz, conciliadores en equidad, centros de conciliación, amigos compondores, árbitros y mediadores)	más = 0 (igual para 408-409 y 413-414). <b>SEGURIDAD:</b> <b>1205</b> Sí = 1 / No = 0 (para a y b) <b>JUSTICIA:</b> <b>1402</b> Sí = 1 / No = 0 (para a y b)	
Calidad de los servicios: 1. Públicos 2. Salud 3. Educación 4. Seguridad 5. Justicia	<b>1. SERVICIOS PÚBLICOS:</b> <b>(213)</b> Ahora le vamos a pedir que califique el servicio de _____ como muy malo, malo, ni bueno ni malo, bueno o muy bueno <b>a.</b> Energía eléctrica <b>b.</b> Gas por tubería <b>c.</b> Gas de pipeta (propano) <b>d.</b> Acueducto <b>e.</b> Alcantarillado	<b>SERVICIOS PÚBLICOS:</b> <b>213.</b> 1. Muy malo = 0 2. Malo = 0.2 3. Ni bueno ni malo = 0.5 4. Bueno = 0.8 5. Muy bueno = 1 9. NS/NR = 0 (para a, b, c, d, e, f, g y h) <b>214.</b>	<b>36</b>

VARIABLES	PREGUNTAS – EE.LB.	CÁLCULO DEL PUNTAJE	PUNTAJE (VALOR MAX)
	<p>f. Recolección de basuras g. Teléfono fijo h. Teléfono celular <b>(214)</b> Ahora díganos si considera que este servicio ha empeorado, se mantiene igual o ha mejorado con relación al 2011 (NA = no tenía en 2011) a. Energía eléctrica b. Gas por tubería c. Gas de pipeta (propano) d. Acueducto e. Alcantarillado f. Recolección de basuras g. Teléfono fijo h. Teléfono celular <b>2. SALUD:</b> <b>418.</b> Ahora califique el servicio de salud que usted tiene, como muy malo, malo, ni bueno ni malo, bueno o muy bueno <b>419.</b> Cree usted que este servicio ha empeorado, se mantiene igual o ha mejorado con relación a 2010 <b>3. EDUCACIÓN:</b> <b>PRIMERA INFANCIA</b> <b>406.</b> Ahora le vamos a pedir que califique este servicio de cuidado, como: muy malo, malo, ni bueno ni malo, bueno y muy bueno. <b>407.</b> Ahora díganos si considera que éste servicio ha mejorado, se mantiene igual, o ha empeorado con relación al 2010 <b>PRIMARIA</b> <b>410.</b> Ahora le vamos a pedir que califique este servicio prestado por el establecimiento escolar como: muy malo, malo, ni bueno ni malo, bueno y muy bueno. <b>411.</b> Ahora díganos si considera que este servicio ha mejorado, se mantiene igual o ha empeorado con relación al 2010. <b>SECUNDARIA</b> <b>415.</b> Ahora le vamos a pedir que califique este servicio prestado por el establecimiento escolar, como: muy malo, malo, ni bueno ni malo, bueno y muy bueno <b>416.</b> Ahora díganos si considera que este servicio ha mejorado, se mantiene igual o ha empeorado con relación al 2010 <b>4. SEGURIDAD:</b> <b>1206.</b> Califique el servicio en muy malo, malo, ni bueno ni malo, bueno o muy bueno</p>	<p>1. Ha empeorado = 0 2. Se mantiene igual = 0.5 3. Ha mejorado = 1 4. NS/NR = 0 (para a, b, c, d, e, f, g y h) <b>SALUD:</b> <b>418</b> 1. Muy malo = 0 2. Malo = 0.5 3. Ni bueno ni malo = 1 4. Bueno = 1.5 5. Muy bueno = 2 9. NS/NR = 0 <b>419.</b> 1. Ha empeorado = 0 2. Se mantiene igual = 1 3. Ha mejorado = 2 4. No tenía en 2010 = 1 <b>EDUCACIÓN:</b> <b>406.</b> 1. Muy malo = 0 2. Malo = 0.2 3. Ni bueno ni malo = 0.5 4. Bueno = 0.8 5. Muy bueno = 1 9. NS/NR = 0 <b>407.</b> 1. Ha empeorado = 0 2. Se mantiene igual = 0.5 3. Ha mejorado = 1 4. No tenía en 2010 = 0.5 (igual para 410-411 y 415-416) <b>SEGURIDAD:</b> <b>1206.</b> 1. Muy malo = 0 2. Malo = 0.2 3. Ni bueno ni malo = 0.5 4. Bueno = 0.8 5. Muy bueno = 1 9. NS = 0 (para a y b) <b>1207.</b> 1. Ha mejorado = 1 2. No ha cambiado = 0.5 3. Ha empeorado = 0 4. No tenía en 2010 = 0.5 (para a y b) <b>JUSTICIA:</b> <b>1403.</b> 1. Muy malo = 0 2. Malo = 0.2 3. Ni bueno ni malo = 0.5 4. Bueno = 0.8 5. Muy bueno = 1 9. NS = 0 <b>1404.</b> 1. Ha mejorado = 1 2. No ha cambiado = 0.5</p>	

VARIABLES	PREGUNTAS – EE.LB.	CÁLCULO DEL PUNTAJE	PUNTAJE (VALOR MAX)
	<p>a. Los servicios de seguridad ciudadana de la <b>Policía</b></p> <p>b. Los servicios de las <b>Fuerzas Militares</b> (Ejército, Armada, Fuerza Aérea)</p> <p>1207. Ha mejorado, no ha cambiado o ha empeorado con respecto al 2010</p> <p>a. Los servicios de seguridad ciudadana de la <b>Policía</b></p> <p>b. Los servicios de las <b>Fuerzas Militares</b> (Ejército, Armada, Fuerza Aérea)</p> <p><b>5. JUSTICIA:</b></p> <p>1403. Califique el servicio en muy malo, malo, ni bueno ni malo, bueno o muy bueno</p> <p>1404. Ha mejorado, no ha cambiado o ha empeorado con respecto al 2010</p> <p><b>6. RED DE VÍAS</b></p> <p>616. Califique los siguientes servicios en muy malo, malo, ni bueno ni malo, bueno o muy bueno:</p> <p>a. La red de vías que conecta el lugar donde usted vive (vereda, corregimiento, etc.) con el resto del municipio</p> <p>b. La red de vías que conecta a su municipio con los municipios vecinos.</p> <p><b>7. INSTALACIONES DEPORTIVAS</b></p> <p><b>INSTALACIONES CULTURALES</b></p> <p>616.</p> <p>c. Las instalaciones deportivas y de recreación del lugar donde vive (Coliseo, parques, canchas, polideportivos, etc.)</p>	<p>3. Ha empeorado = 0</p> <p>4. No tenía en 2010 = 0.5</p> <p><b>RED DE VÍAS:</b></p> <p>616.</p> <p>1. Muy malo = 0</p> <p>2. Malo = 0.2</p> <p>3. Ni bueno ni malo = 0.5</p> <p>4. Bueno = 0.8</p> <p>5. Muy bueno = 1</p> <p>6. No hay servicio = 0 (aplica para a y b)</p> <p><b>INSTALACIONES DEPORTIVAS</b></p> <p><b>INSTALACIONES CULTURALES</b></p> <p>616.</p> <p>1. Muy malo = 0</p> <p>2. Malo = 0.5</p> <p>3. Ni bueno ni malo = 1</p> <p>4. Bueno = 1.5</p> <p>5. Muy bueno = 2</p> <p>6. No hay servicio = 0 (aplica para c)</p>	E
Presencia de instituciones del Estado	<b>NO HAY EQUIVALENTE</b>	-	-
Calidad de la formulación e implementación de políticas públicas	<p><b>CALIDAD DE LA GESTIÓN DE INSTITUCIONES DEL ESTADO</b></p> <p>1102.</p> <p>Califique la gestión de las siguientes instituciones como muy mala, mala, regular, buena y muy buena</p> <p>a. La alcaldía</p> <p>b. La gobernación</p> <p>c. El gobierno Nacional</p> <p>1103. Qué tanto ha cambiado la gestión con respecto a 2010</p>	<p>1102.</p> <p>1. Muy mala = 0</p> <p>2. Mala = 1</p> <p>3. Regular = 4</p> <p>4. Buena = 6</p> <p>5. Muy buena = 8</p> <p>6. NS = 0 (para a, b y c)</p> <p>1103.</p> <p>1. Ha disminuido = 0</p> <p>2. Se mantiene igual = 1</p> <p>3. Ha aumentado = 2 (para a, b y c)</p>	30
Honestidad	1112. Considera usted que el	1. Honesto = 10	10

VARIABLES	PREGUNTAS – EE.LB.	CÁLCULO DEL PUNTAJE	PUNTAJE (VALOR MAX)
	manejo de los asuntos públicos por parte de los funcionarios municipales es:	2. Poco honesto = 7 3. Nada honesto = 4 4. NS/NR = 0	
			<b>PUNTAJE TOTAL (MAX) = 100</b>

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.2 Social development strengthened.			
<b>Name of Sub-intermediate Result:</b> N/A			
<b>Indicator Number:</b> DO1-039			
<b>Name of Indicator:</b> Number of properties in cadaster formation or cadaster update processes supported in CSDI municipalities.			
<b>Is this an Output Indicator:</b> No		<b>Is this an Outcome Indicator:</b> Yes	
<b>Is this an (F) indicator:</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Properties in the process of cadaster formation or undergoing a cadaster update in CSDI municipalities. Properties undergoing a cadaster update are properties in which additional action is being taken to obtain the necessary information to form or to update the municipal cadaster (urban or rural). This includes land plots and structures, in the physical, legal, fiscal and economic aspects to update economic land value that serve as a taxation basis in the Unified Land Tax system.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data Collection:</b> Collected by CELI CENTRAL , <b>Collection Level:</b> Activity, <b>Source:</b> Advances Activity			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format, list the number of properties in cadaster formation or cadaster update processes supported in CSDI municipalities during the quarter showing the breakdown by geographic area and type of process.			
<b>Calculation of Indicator:</b> Sum across zones.			
<b>Unit of Measure:</b> Number of lots			
<b>Disaggregated by:</b> Geographic Area (vereda / town, municipality, department, region): formation process: update process			
<b>Justification &amp; Management Utility:</b> By measuring the number of plots that will count with an updated and formed cadaster, USAID and its implementers can foresee future improvements in the performance and efficiency of municipal governments through an increase in the recollection of fiscal tax and therefore a greater capacity to invest these funds in the social and economic development of these municipalities			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection method:</b> Collected by CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL			
<b>Method of data acquisition by USAID:</b> CSDI implementing partners through USAID M&E "MONITOR" MIS			
<b>Frequency and timing of data acquisition:</b> Quarterly			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities or to be calculated and budgeted by new projects.			
<b>Individual(s) responsible at USAID:</b> M&E Officer at CLE Office and M&E Program COR			
<b>Individual(s) responsible for providing data to USAID:</b> COP of M&E Program			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> M&E Program will analyze CSDI Impact Evaluation data. Annually data can be analyzed by implementing partners in their reports. Programs' CORs/AORs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CSDI Impact Evaluation reports. Data can also be retrieved through automated reports from the USAID M&E "MONITOR" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b> TBD by the perception survey results.			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes
2011 (B/LINE)	0		
2012	0		
2013	3,900		
2014	18,700		
2015	1,200		
2016	0		
LOP	23,800		

**THIS SHEET LAST UPDATED ON:** August 5, 2013 **BY:** CELI Central M&E Team - Francisco Bautista

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.2 Social development strengthened.			
<b>Name of Sub-intermediate Result:</b> N/A			
<b>Indicator Number:</b> DO1-040			
<b>Name of Indicator:</b> Number of formalized properties supported in CSDI municipalities			
<b>Is this an Output Indicator:</b> No		<b>Is this an Outcome Indicator:</b> Yes	
<b>Is this an (F) indicator:</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Formalization cases supported in CSDI municipalities through support to the Colombian Institute for Rural Development (INCODER), the formalization program of the Ministry of Agriculture and Rural Development (MARD), local governments (Governors and Mayors/Town Halls) or other entities involved in the formalization process of private properties and public state land. Some of the activities related to this objective include strengthening institutions involved in the formalization process, technical assistance for processing applications, support in the provision of information for the effective process of formalization cases and other actions that apply to effectively process private and public state land formalization cases by the respective entities or civil society organizations.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data Collection:</b> Collected by CELI CENTRAL, <b>Collection Level:</b> Activity, <b>Source:</b> Advances Activity			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format, list the number of formalized properties supported in CSDI municipalities during the quarter showing the breakdown by geographic area, type of land holder, number of hectares, ethnicity of land holders, institutions, public or private land.			
<b>Calculation of Indicator:</b> Sum across zones.			
<b>Unit of Measure:</b> Number of lots			
<b>Disaggregated by:</b> Type of land-holder: male, female, couple, under-age; number of hectares; ethnicity of the land-holder(s); institution (local government, the formalization program MARD, INCODER, other): private land / public state land.			
<b>Justification &amp; Management Utility:</b> This indicator shows the level of effort of USAID implementers in supporting land formalization initiatives in CSDI municipalities			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection method:</b> Collected by CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL			
<b>Method of data acquisition by USAID:</b> CSDI Implementing Partners through the USAID M&E "MONITOR" MIS			
<b>Frequency and timing of data acquisition:</b> Quarterly			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities or to be calculated and budgeted by new projects.			
<b>Individual(s) responsible at USAID:</b> M&E Officer at CLE Office and M&E Program COR			
<b>Individual(s) responsible for providing data to USAID:</b> COP of M&E Program			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> M&E Program will analyze CSDI Baseline Impact Evaluation data. Annually data can be analyzed by CELI CENTRAL in their reports. Programs' CORs/AORs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CSDI Impact Evaluation reports. Data can also be retrieved through automated reports from the USAID M&E "MONITOR" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b> TBD by the perception survey results.			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes
2011 (B/LINE)	0		
2012	0		
2013	300		
2014	600		
2015	600		

2016	0		
LOP	1500		
<b>THIS SHEET LAST UPDATED ON:</b> August 5, 2013 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.2 Social development strengthened.			
<b>Name of Sub-intermediate Result:</b> N/A			
<b>Indicator Number:</b> DO1-041			
<b>Name of Indicator:</b> Number of restitution cases supported in CSDI municipalities			
<b>Is this an Output Indicator:</b> No		<b>Is this an Outcome Indicator:</b> Yes	
<b>Is this an (F) indicator:</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Restitution claims supported in CSDI municipalities through support to the Restitution Unit, civil society organizations, or other entities involved in the implementation of the land restitution chapter under the Victims Law 1448 of 2011. Some of the activities related to this objective are those directed to strengthen regional restitution units, technical assistance for the processing of cases, support in the provision of required information for the effective processing of restitution claims and other actions to support the effective implementation of the administrative and legal phases of land restitution by the respective institutions or civil society organizations.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data Collection:</b> Collected by CELI CENTRAL, <b>Collection Level:</b> Activity, <b>Source:</b> Advances Activity			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format, list the number of restitution cases supported in CSDI municipalities during the quarter showing the breakdown by geographic area, type of land holder, number of hectares, ethnicity of land holders.			
<b>Calculation of Indicator:</b> Sum across zones.			
<b>Unit of Measure:</b> number of cases			
<b>Disaggregated by:</b> Type of land-holder: male, female, couple, youth; number of hectares; ethnicity of the land-holder(s).			
<b>Justification &amp; Management Utility:</b> : This indicator shows the level of effort of USAID implementers in supporting land restitution initiatives in CSDI municipalities			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection method:</b> Collected by the CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL			
<b>Method of data acquisition by USAID:</b> CSDI Implementing Partners through the USAID M&E "MONITOR" MIS			
<b>Frequency and timing of data acquisition:</b>			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities or to be calculated and budgeted by new projects.			
<b>Individual(s) responsible at USAID:</b> M&E Officer at CLE Office and M&E Program COR			
<b>Individual(s) responsible for providing data to USAID:</b> COP of M&E Program			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> M&E Program will analyze CSDI Baseline Impact Evaluation data. Annually data can be analyzed by implementing partners in their reports. Programs' CORs/AORs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CSDI /CELI Impact Evaluation reports. Data can also be retrieved through automated reports from the USAID M&E "MONITOR" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b> TBD by the perception survey results.			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes
2011 (B/LINE)	0		
2012	0		
2013	200		
2014	500		
2015	200		
2016	0		

LOP	900		
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**THIS SHEET LAST UPDATED ON:** August 5, 2013 **BY:** CELI Central M&E Team - Francisco Bautista.

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.2 Social development strengthened.			
<b>Name of Sub-intermediate Result:</b> N/A			
<b>Indicator Number:</b> DO1-024			
<b>Name of Indicator:</b> Social Capital Index			
<b>Is this an Output Indicator:</b> No		<b>Is this an Outcome Indicator:</b> Yes	
<b>Is this an (F) indicator:</b> No			
DESCRIPTION			
<p><b>Precise Definition(s):</b> The definition of the social capital index includes two core concepts: 'bridging' (participation) and 'bonding' (trust). Its maximum score is 100. Bridging social capital is measured by the degree of participation in organizations at different levels: 1. Interests groups, 2. Producers and farmers, 3. Political parties 4. <i>Juntas de Acción Comunal</i> (JAC) and Communitarian organizations, and 5. Veedurias. Its maximum score is 60. Bonding social capital is measured by the degree of trust at different levels: family, friends and neighbors, JAC, justices and control institutions, development institutions, municipal institutions, army and national government. Its maximum score is 40. Expanded explanation of the definition of the Social Capital Index is included on the following page.</p> <p><b>Indicator Collection and Reporting to MONITOR:</b></p> <p><b>Collection Level:</b> Activity, <b>Responsible:</b> Implementing Partner, <b>Source:</b> Structured Survey of the CSDI Impact Evaluation</p> <p><b>Reporting:</b> Using the MONITOR Simple Indicator Report Format M&amp;E Program from the Structured Survey of the CSDI Impact Evaluation</p> <p><b>Calculation to indicator:</b> TBD From the CSDI Survey Impact Evaluation</p>			
<b>Unit of Measure:</b> Persons			
<b>Disaggregated by:</b> CSDI zone, Impact Evaluation cluster			
<b>Justification &amp; Management Utility:</b> Improvements to social capital are indicators of community cohesion as well as the propensity to maintain livelihoods based on licit activities. Significant levels of negative perceptions may trigger a re-thinking of current approaches.			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection method:</b> To be collected by CSDI Impact Evaluation M&E Program or by Attitude and Perception Surveys			
<b>Data Source:</b> Collected from the Structured Baseline Survey of the CSDI Impact Evaluation			
<b>Method of data acquisition by USAID:</b> Collected from CSDI Impact Evaluation M&E Program through the USAID M&E "Monitor" MIS			
<b>Frequency and timing of data acquisition:</b> Biennial, ICSDI Impact Evaluation data (three measurements in total)			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities or to be calculated and budgeted by new projects.			
<b>Individual(s) responsible at USAID:</b> M&E Officer at CLE Office and M&E Program COR			
<b>Individual(s) responsible for providing data to USAID:</b> COP of M&E Program			
<b>Location of Data Storage:</b> USAID M&E "Monitor" MIS, Supporting files kept at M&E Program offices.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> M&E Program will analyze CSDI impact Evaluation data. Annually data can be analyzed by implementing partners in their reports. Program's CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CSDI Impact Evaluation reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b> TBD by the perception survey results.			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011	NA		
2012	21,3		
2013	26,3		
2014	31,3		
2015	36,3		
2016	41,3		

LOP	20		
<b>THIS SHEET LAST UPDATED ON:</b> July 2013 <b>BY:</b> M&E Program To avoid version control problems, type the date and author of most recent revision or update to this reference sheet.			

## DO1-024: Social Capital Index

Definition: The social capital index includes two core concepts: ‘bridging’ (participation) and ‘bonding’ (trust). Its maximum score is 100. Bridging social capital is measured by the degree of participation in organizations at different levels: 1. Interests groups; 2. Producers and farmers; 3. Political parties; 4. *Juntas de Acción Comunal* (JAC) and Communitarian organizations, and; 5. *Veedurias*. Its maximum score is 60. Bonding social capital is measured by the degree of trust at different levels: family, friends and neighbors, JAC, justices and control institutions, development institutions, municipal institutions, army and national government. Its maximum score is 40.

Disaggregated by: Geographic area (municipality, department, and CSDI zone)

Social capital incorporates two aspects of social relationships: *bonding* and *bridging*. These concepts refer to the social networks in which a person participates as an individual, and to those that the person is a part of as a member of an organization or association that, together with other local organizations, may represent and promote citizens’ interests and demands to the government. Bonding is measured in terms of social trust and institutional trust; participation and social networks measure *bridging*. Bonding is a necessary but not a sufficient component of social capital, and should be present in all communities. *Bonding*, however, may be exclusionary relative to other local groups when it is not accompanied by bridging. The Social Capital Index sums the measures of bonding and bridging, which are based on weighted scales of a series of questions about an individual’s perceptions, experiences, and attitudes related to interpersonal relationships.

**These are the questions to be used to calculate the indicator, there are included in the Base Line Structured Survey of the CSDI Impact Evaluation**

### Cálculo del indicador con los datos de la Encuesta Estructurada de Línea de Base

*Bonding*: Confianza en la familia; confianza en los amigos y vecinos; Instituciones barriales o veredales; Instituciones de protección, control y justicia; Instituciones departamentales; Instituciones municipales; Fuerzas militares; Gobierno nacional.

#### Bonding Social Capital - **Confianza- 40 puntos**

*Bridging*: Participación en organizaciones (grupos de interés; productores y agricultores; partidos políticos; juntas de acción comunal y organizaciones comunitarias; veedurías).

#### Bridging Social capital – **Participación en organizaciones- 60 puntos**

VARIABLES	PREGUNTAS – EE.LB.	CÁLCULO DEL PUNTAJE	PUNTAJE (VALOR MAX)
Bonding	802. ¿En esta comunidad, existe la	802.	8

(Confianza)	tradición de trabajar en grupos para realizar proyectos comunitarios? <b>803.</b> ¿Qué tanto confía usted en las personas de la comunidad?	1. Sí = 6 2. No = 0 9. NS/NR = 0 <b>803.</b> 1. Muy poco = 0 2. Poco = 0.5 3. Ni mucho ni poco = 1 4. Mucho = 1.5 5. Muchísimo = 2 9. NS/NR = 0	
	<b>801.</b> Si yo le digo que <u>un vecino</u> se comprometió a ayudarlo en una dificultad que usted tiene, ¿qué tanto confía en que lo haga?	1. Muy poco = 0 2. Poco = 0.5 3. Ni mucho ni poco = 1 4. Mucho = 1.5 5. Muchísimo = 2 9. NS/NR = 0	<b>2</b>
	<b>1106.</b> A continuación le voy a preguntar que confianza le tiene a las siguientes instituciones del Estado: <b>o.</b> ¿Qué tanta confianza tiene usted en la Junta de Acción Comunal? <b>d.</b> ¿Qué tanta confianza tiene usted en las instituciones de justicia alternativa (Jueces de paz, conciliadores en equidad, centros de conciliación, amigos componedores, árbitros y mediadores)?	1. Muy poco = 0 2. Poco = 0.5 3. Ni mucho ni poco = 1 4. Mucho = 1.5 5. Muchísimo = 2 9. NS/NR = 0 (para o y d)	<b>4</b>
	<b>1106.</b> <b>c.</b> ¿Qué tanta confianza tiene usted en las instituciones de justicia formal (Fiscalía, jueces, Procuraduría, inspecciones de policía, casas justicia)? <b>h.</b> ¿Qué tanta confianza tiene en los funcionarios de la Defensoría del Pueblo? <b>m.</b> ¿Qué tanta confianza tiene en la Personería Municipal?	1. Muy poco = 0 2. Poco = 0.5 3. Ni mucho ni poco = 1 4. Mucho = 1.5 5. Muchísimo = 2 9. NS/NR = 0 (para c, h y m)	<b>6</b>
	<b>1106.</b> <b>a.</b> ¿Qué tanta confianza tiene usted en la Gobernación del Departamento?	1. Muy poco = 0 2. Poco = 0.5 3. Ni mucho ni poco = 1 4. Mucho = 1.5 5. Muchísimo = 2 9. NS/NR = 0	<b>2</b>
	<b>1106.</b> <b>i.</b> ¿Qué tanta confianza tiene en el Concejo Municipal? <b>n.</b> ¿Qué tanta confianza tiene usted en la Alcaldía?	1. Muy poco = 0 2. Poco = 0.5 3. Ni mucho ni poco = 1 4. Mucho = 1.5 5. Muchísimo = 2 9. NS/NR = 0 (para i y n)	<b>4</b>
	<b>1106.</b> <b>j.</b> ¿Qué tanta confianza tiene en la Policía Nacional? <b>k.</b> ¿Qué tanta confianza tiene en el Ejército Nacional? <b>l.</b> ¿Qué tanta confianza tiene en la Armada nacional?	1. Muy poco = 0 2. Poco = 0.5 3. Ni mucho ni poco = 1 4. Mucho = 1.5 5. Muchísimo = 2 9. NS/NR = 0 (para j, k y l)	<b>6</b>
	<b>1106.</b> <b>b.</b> ¿Qué tanta confianza tiene usted en el Gobierno Nacional?	1. Muy poco = 0 2. Poco = 0.5 3. Ni mucho ni poco = 1	<b>2</b>

		4. Mucho = 1.5 5. Muchísimo = 2 9. NS/NR = 0	
	<b>9. Sector agropecuario y centros de capacitación: 1106.</b> e. ¿Qué tanta confianza tiene en las instituciones y funcionarios del sector agropecuario? (Umata, secretarías de agricultura, comités de cafeteros, etc.) g. ¿Qué tanta confianza tiene en los centros de capacitación y formación? (SENA, universidades, CERES, etc.)	1. Muy poco = 0 2. Poco = 0.5 3. Ni mucho ni poco = 1 4. Mucho = 1.5 5. Muchísimo = 2 9. NS/NR = 0 (para e y g)	<b>4</b>
	<b>10. Confianza en organizaciones sociales: 1106.</b> f. ¿Qué tanta confianza tiene en las organizaciones sociales u ONG's.?	1. Muy poco = 0 2. Poco = 0.5 3. Ni mucho ni poco = 1 4. Mucho = 1.5 5. Muchísimo = 2 9. NS/NR = 0	<b>2</b>
			<b>TOTAL PUNTAJE (BO) = 40</b>
Bridging	<b>901.</b> ¿Pertenece o participa usted o alguien de su hogar en organizaciones o asociaciones como: e. Organizaciones de población desplazada, población retornada o población vulnerable g. Grupo voluntario de trabajo con la comunidad o asociaciones de apoyo para población necesitada h. Asociación de padres de familia i. Grupo deportivo, cultural, o de conservación del medio ambiente l. Sindicatos m. Grupo de mujeres n. Grupos juveniles o. Juntas de programación de emisoras comunitarias <b>902.</b> La mayoría de las veces, ¿en qué forma participan en este grupo usted o las personas de su hogar?	<b>901.</b> No = 0 / Sí = 2 (para e, g, h, i, l, m, n y o) <b>902.</b> 1. Asiste y participa en la toma de decisiones = 2 2. Asiste y solamente opina en las reuniones = 1.5 3. Sólo asiste a las reuniones = 1 4. Nunca asiste a las reuniones = 0.5 (para e, g, h, i, m, n y o)	<b>32</b>
	<b>901.</b> c. Asociación de productores y/o comercializadores k. Escuela de Campo de Agricultores (ECAS) <b>902.</b>	<b>901.</b> No = 0 / Sí = 2 (para c y k) <b>902.</b> 1. Asiste y participa en la toma de decisiones = 2 2. Asiste y solamente opina en las reuniones = 1.5 3. Sólo asiste a las reuniones = 1 4. Nunca asiste a las reuniones = 0.5 (para c y k)	<b>8</b>
	<b>901.</b> f. Movimiento o partido político <b>902.</b>	<b>901.</b> No = 0 / Sí = 2 (para f) <b>902.</b> 1. Asiste y participa en la toma de decisiones = 2 2. Asiste y solamente opina	<b>4</b>

		en las reuniones = 1.5 3. Sólo asiste a las reuniones = 1 4. Nunca asiste a las reuniones = 0.5 (para f)	
	<b>901.</b> <b>a.</b> Reuniones comunitarias <b>b.</b> Junta de Acción Comunal u otro grupo comunitario <b>902.</b>	<b>901.</b> No = 0 / Sí = 2 (para a y b) <b>902.</b> 1. Asiste y participa en la toma de decisiones = 2 2. Asiste y solamente opina en las reuniones = 1.5 3. Sólo asiste a las reuniones = 1 4. Nunca asiste a las reuniones = 0.5 (para a y b)	<b>8</b>
	<b>901.</b> <b>d.</b> Veedurías ciudadanas <b>902.</b>	<b>901.</b> No = 0 / Sí = 2 (para d) <b>902.</b> 1. Asiste y participa en la toma de decisiones = 2 2. Asiste y solamente opina en las reuniones = 1.5 3. Sólo asiste a las reuniones = 1 4. Nunca asiste a las reuniones = 0.5 (para d)	<b>4</b>
	<b>6. Grupos de vigilancia o seguridad:</b> <b>901.</b> <b>j.</b> Organizaciones de vigilancia o seguridad <b>902.</b>	<b>901.</b> No = 0 / Sí = 2 (para j) <b>902.</b> 1. Asiste y participa en la toma de decisiones = 2 2. Asiste y solamente opina en las reuniones = 1.5 3. Sólo asiste a las reuniones = 1 4. Nunca asiste a las reuniones = 0.5 (para j)	<b>4</b>
			<b>TOTAL PUNTAJE (BR) = 60</b>
			<b>PUNTAJE TOTAL (MAX) = 100</b>

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.2 Social development strengthened.			
<b>Name of Sub-intermediate Result:</b> Sub-IR 1.2.1: CSO (Civil society organizations) strengthened			
<b>Indicator Number:</b> DO1-025			
<b>Name of Indicator:</b> Number of CSO members supported by USG assistance			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> A civil society organization (CSO) is formed when citizens unite and organize to achieve a shared objective. Participation in the CSO may be defined in terms of shared actions or formal membership. USG assistance may include support for the objectives of the organization or support in strengthening organizational capacity.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data collection:</b> Collected by CELI CENTRAL Completion of the Organization Form for each CSO supported by USG. <b>Collection Level:</b> Activity, <b>Source:</b> Advances Activity.			
<b>Reporting:</b> Using the MONITOR Beneficiary Indicator Report format, list the "ID" of the CSO and list the number of people who participate in each CSO during the quarter, disaggregated by sex.			
<b>Calculation of Indicator:</b> The sum of number of participants across organizations and zones			
<b>Unit of Measure:</b> CSO participant			
<b>Disaggregated by:</b> Geographic area ("vereda", municipality, department, and CSDI zone), sex.			
<b>Justification &amp; Management Utility:</b> USAID support to CSOs will increase citizen participation and strengthen social capital.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> Reported by the CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL			
<b>Method of data acquisition by CELI CENTRAL:</b> CSDI Implementing partners through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Annually.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing CELI CENTRAL contracts/activities.			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by CELI CENTRAL in their quarterly reports. Program's CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL'S quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with CELI CENTRAL.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011	0		
2012	740 (222F, 518M)		
2013	1110 (333F, 777M)		
2014	1480 (444F, 1036M)		
2015	1850 (555F, 1295M)		
2016	2220 (666F, 1554M)		
LOP	7400 (2220 F, 5180 M)		
<b>THIS SHEET LAST UPDATED ON:</b> August 5, 2013 <b>BY:</b> CELI Central M&E Team - Francisco Bautista.			

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.2 Social development strengthened.			
<b>Name of Sub-intermediate Result:</b> Sub-IR 1.2.1: CSO (Civil society organizations) strengthened			
<b>Indicator Number:</b> DO1-026			
<b>Name of Indicator:</b> Change in Index of Organizational Capacity (ICO) of CSOs supported by USG assistance			
<b>Is this an Output Indicator?</b> No		<b>Is this an Outcome Indicator?</b> Yes	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<p><b>Precise Definition(s):</b> Annual change in ICO. The capacity of CSOs to achieve participant objectives is measured through a scale that includes in its criteria (i) democratic, participatory management; (ii) economic and financial situation; (iii) management and administrative capacity; (iv) services for participants and community; and (v) human development capacity. The indicator will use the ICO (Índice de Capacidad Organizacional/Index of Organizational Capacity), which has a potential total score of 100 points. Technical staff working with each organization will make the assessment. (See attached page for additional information on the calculation and interpretation of the index). The indicator is an average of individual organization scores. See the following page for detailed explanation.</p> <p><b>Indicator Collection and Reporting to MONITOR:</b>  <b>Data collection:</b> To be collected by the CELI CENTRAL using the Organization Report Form for each direct beneficiary organization at first contact. <b>Collection Level:</b> Activity, <b>Source:</b> ICO Methodology.  <b>Reporting:</b> Using the MONITOR Beneficiary Indicator Report format, list the "ID" of organization and the ICO score for each beneficiary organization (baseline ICO) and the next year report the percentage change in ICO scores for the organizations that received services between two periods, the base year and the reporting year. In the both baseline and annual reports, for each organization, show the total ICO scores and the sub-score for each component of the overall index and the percentage change in the scores. In addition, at the end of a fiscal year, the implementer is required to report the average of the percent changes for all organizations supported in the reporting year by the project using the "flag" activity (actividad bandera) option in MONITOR.  <b>Calculation of Indicator:</b> Average of individual organization scores and average change in scores for each organization and an average change for all organizations supported. Disaggregation will be based on the organization forms.</p> <p><b>Unit of Measure:</b> Civil society organizations</p> <p><b>Disaggregated by:</b> Size (N of participants), urban/rural, geographic area ("vereda" -when data is available-, municipality, department, zone)</p> <p><b>Justification &amp; Management Utility:</b> USAID support to CSOs will increase citizen participation and strengthen social capital.</p>			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> Reported by the CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL using the ICO methodology available in Monitor system			
<b>Method of data acquisition by USAID:</b> CSDI Implementing partners through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Annually.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing CELI CENTRAL contracts/activities.			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by CELI CENTRAL in their quarterly reports. Program's CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL'S quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with CELI CENTRAL.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011 (B/LINE)	30%		
2012	30%		
2013	30%		

2014	30%		
2015	30%		
2016	30%		
LOP	30%		
<b>THIS SHEET LAST UPDATED ON:</b> August 5, 2013 BY: CELI Central M&E Team - Francisco Bautista.			

## **DO-1 Results Indicator 026: Change in Index of Organizational Capacity (ICO) of CSO's supported by USG Assistance**

### Instructions for Calculating and Reporting an ICO for Results Indicator 026

*[Note: These instructions supplement guidance measuring and reporting on the USAID/Colombia DO-1 Results Indicator 026 "Change in Index of Organizational Capacity (ICO) of Community Based Organizations (CSO) supported by USG Assistance" contained in the Performance Monitoring Plan (PMP) 2009-2014 Indicator Reference Sheet (IRS).]*

**Definition:** The DO-1 Results Indicator 026 "Change in Index of Organizational Capacity (ICO) of CSO's supported by USG Assistance" is reported annually, starting at the end of the first year (Year 1) of a USAID project intervention (activity), as the percent change in the Index of Organizational Capacity Index (Indice de Capacidad Organizacional - ICO) for the civil society organizations (CSO) receiving USG assistance. The ICO measures the level of capacity of an organization to achieve its members' objectives at a given point in time. Indicator 026 measures changes in the ICO between two points in time: the ICO value calculated at start of the capacity building activity (the base year, Year B) and the reporting year (Year N). The ICO is calculated as a scale between 0 and 100. The Indicator is measured as a percent (%) change between the base Year B and reporting Year N.

USAID Implementing Partners (IPs) are responsible for calculating and compiling annual ICO measures by applying a standardized questionnaire to each beneficiary organization with which they are working. The ICO is measured and reported:

- individually for each beneficiary CSO,
- as an average for aggregated groups of organizations – e.g., size (number of members),
- geographic area (municipality, department, and CELI zone),
- principal activity (producer association, ethnic/vulnerable group, community, social, other) and
- as an average for a USAID project as a whole.

USAID Implementing Partners (IPs) are also responsible for calculating and reporting percent changes in the project-level average of organizational ICO scores between two time periods, individual ICO in the base year and the reporting year during which a capacity

building activity takes place. When the capacity building activity begins and ends in a time period that is shorter than one year, IPs report in change in the ICO between activity start and the end of the reporting year in which the capacity building activity begins.

Background: The ICO is a diagnostic monitoring tool that summarizes the capacity of an organization to carry out its functions and achieve its goals. The ICO has been applied and adapted by various development organizations since 2003 to a range of organizations – community, producer, etc. The USAID DO-1 Indicator 026 IRS encourages IPs to use an ICO questionnaire and rating sheet similar to that used in earlier USAID/Colombia ADAM and MIDAS projects. Information about ICO calculation and copies of ICO questionnaire and rating sheet can be found at: [www.ard.org.co/MIDAS/midas\\_english/departamentos/antioquia/pdf/indice\\_ico\\_ultimo.pdf](http://www.ard.org.co/MIDAS/midas_english/departamentos/antioquia/pdf/indice_ico_ultimo.pdf).

Calculating the ICO: The ICO questionnaire records basic information about organizational characteristics and is designed as a participatory diagnostic tool for capacity-building. Responses to the questionnaire are used to compile the rating sheets and to calculate the index (ICO) to monitor organizational capacity change over time and as a result of capacity building activities. The index, with a maximum score of 100, is composed of numerical scores applied to each of five weighted or un-weighted characteristics of an organization:

- Democratic and participatory management
- Economic and financial situation
- Management and administration
- Services provided to the members or the community
- Human resource development

IPs should use the Organizational Beneficiary Form to record the baseline ICO measure for each organization at the initiation of an assistance activity. At the end of each fiscal year the implementing partner will report the ICO score by organization using a MONITOR beneficiary indicator report form for activities conducted during all or part of that year.

When to calculate and when NOT to calculate and organization's ICO .....

- Calculate and report the ICO for organizations that are involved in activities that provide:

Long term, or short-term but concentrated, technical advisory assistance: An implementer conducts a capacity building activity that provides sustained technical advisory assistance to a civic organization or productive association in, say, establishing a financial accounting systems, members' product handling, storage or marketing.

Periodic sustained technical advisory assistance: An implementer provides short – e.g., one or two-day training or technical advice – periodically over an extending period of months or years with the clear goal of working with a civic organization, productive association, or government institution to strengthen its administrative operations and services to members or to the community.

- Do NOT calculate an ICO for organizations involved in activities that are:

Rapid Impact Activities. Where an implementing partner has provided grant or technical support to carry out a ‘rapid impact’ activity and the focus is not part of a broader capacity building a

One-time training activities. For example, do not calculate an ICO for organizations whose members may be involved in a training activity or for training activities that may involve participation of members from several civic organizations or productive associations.

#### Notes on Measuring and Reporting the ICO:

The ICO is a tool for measuring the capacity of Civil Society Organizations supported by USAID Implementers. The tool should be applied at least at two points in times for each organization, at the start of the activity (baseline) and completion (final). The interval of time between ICO assessments should be no less than six months. The timing of the follow-up and/or final ICO assessments should take into account the characteristics of the organization, the proposed activity objectives, and the duration of USAID support. Even though the reporting of the ICO is annual, the time between the baseline and follow-up ICO assessments does not necessarily have to be annual.

The reporting of the ICO will be completed at the end of each fiscal year and will only include organizations that have a baseline and follow-up measurement of the ICO covered during the reporting period. If an activity starts during a fiscal year but the final ICO measurement is not completed before the end of the same fiscal year, the percent change in the ICO will not be reported until the following fiscal year or whenever the final ICO measurement is taken.

Calculation Formula:  $[(ICO_{Final} - ICO_{Baseline}) / ICO_{Baseline}] * 100$

- Where  $ICO_{Baseline}$  and  $ICO_{Final}$  are the absolute value of the ICO points calculated based on the ICO methodology.

#### Reporting in MONITOR:

Implementing partners report the ICO at the end of each Fiscal Year.

- Activity Level: Implementing partners complete the Civil Society Organization (CSO) form for each organization supported by the activity that will be associated with indicator DO1-26. Each form requires basic information about the CSO and registration of at least two ICO values (baseline and final). The value that should be registered in the CSO form is the absolute value in points for the ICO, not the change in scores. (Note: Even though the activity may not affect all five components measured by the ICO, the calculation of the ICO does not change – all five components are taken into account). To report the indicator value for an activity that is supporting more than one organization, the IP should take the average of the

change in **ICO Points** for each activity supported during the fiscal year (See examples below).

- **“Flag” Activity Level:** The IP will report the aggregated ICO percent change for the fiscal year using the “Flag” Activity option. The value will be the simple average of all of the **percent changes** in ICO for all of the organization supported by the project. (See examples below).

**EXAMPLE 1 of ICO Reporting for Colombia Responde**

Civil Society Org. (CSO)	Year 1					Year 2					% Cambio acumulado
	Target (points)	Baseline ICO Value	Final ICO Value	Change in Points	% Change	Target (points)	Baseline ICO Value	Final ICO Value	Change in Points	% Change	
CSO 1	10	35	42	7	20	-	-	-	-	-	20%
CSO 2	10	20	35	15	75	-	-	-	-	-	75%
CSO 3	10	46	50	4	8.7	-	-	-	-	-	8.7%
CSO 4	10	18				-	-	30	12	66.6	66.6%
Average % Change for Year 1 (CSO1+CSO2+CSO3)/3											34.6%
CSO 5	-	-	-	-	-	10	38	52	14	36.8	36.8%
CSO 6	-	-	-	-	-	10	55	66	11	20	20%
CSO 7	-	-	-	-	-	10	44	60	16	36.3	36.3%
Average % Change for Year 2 (CSO4+CSO5+CSO6+CSO7)/4											40%
Accumulated Average % Change (Year1+Year2)/2											37.3%

Report in Monitor – Example for Year 1:

Activity Level: for each CSO	Medición Línea Base	Medición Seguimiento/final
	CSO 1	35
CSO 2	20	35
CSO 3	46	50

Note that in this case, the follow-up value for the ICO for CSO4 was not reported in Year 1, so it is not reported during this reporting period.

Reporting at the “Flag” Activity level for Year 1:

% change Year 1 (CSO1+CSO2+CSO3)/3	34.6%
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ICO calculation when have more than one organization strengthened by activity

**EXAMPLE 2 of ICO Reporting for Colombia Responde**

Reporting the ICO at the activity and “flag” activity levels					
Civil Society Organization (CSO)	Year 1				
	Target (Points)	Baseline ICO (Points)	Follow-up/Final ICO (Points)	Change (Points)	% Change
CSO 1	10	35	42	7	20
CSO 2	10	20	35	15	75
CSO 3	10	46	50	4	8.7
CSO 4	10	18	30	12	66.6
CSO 5	10	38	52	14	36.8
CSO 6	10	55	66	11	20
CSO 7	10	44	60	16	36.3
ACTIVITY LEVEL Report: average of the change in ICO (in points) for all organizations supported by the activity: (CSO1 + CSO2 + CSO3 + CSO4 + CSO5 + CSO6 + CSO7)/7					
“FLAG” ACTIVITY LEVEL Report: average of the % change in ICO for all organizations supported by the project (including all activities) during the fiscal year: (CSO1%+ CSO 2%+ CSO3% + CSO 4% + CSO 5% + CSO 6% + CSO 7% + CSO 8% + CSO 9% + CSO10% + CSO11% + CSO12%)/12					

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Comments or questions should be directed to: M&E Program staff: Ruben Suarez ([rsuarez@devtechsys.com](mailto:rsuarez@devtechsys.com)) or Daniel Flechas ([flechas@usa.net](mailto:flechas@usa.net)).

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.2 Social development strengthened.			
<b>Name of Sub-intermediate Result:</b> Sub-IR 1.2.2: Alliance between community and the State promoted			
<b>Indicator Number:</b> DO1-028			
<b>Name of Indicator:</b> Level of accountability in CSDI municipalities			
<b>Is this an Output Indicator?</b> No		<b>Is this an Outcome Indicator?</b> Yes	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> A positive use of the accountability mechanisms is measured by responses to questions that ask for the frequency with which the municipality reports to its citizens about the management of the resources it administers; the frequency with which it invites the community to express their opinion about subjects of their interest; and the frequency with which it takes into account the citizens' opinions when taking decisions			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data Collection:</b> M&E Program, <b>Collection Level:</b> Flag activity, <b>Source:</b> M&E Program from the Structured Baseline Survey of the CSDI Impact Evaluation			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format			
<b>Calculation to MONITOR:</b> From the CSDI Survey Impact Evaluation			
<b>Unit of Measure:</b> Persons			
<b>Disaggregated by:</b> CSDI Zone, Impact Evaluation cluster			
<b>Justification &amp; Management Utility:</b> Accountability is a central component of governance. The indicator measures change in citizen perception of accountability at the municipal level in CSDI zones.			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection method:</b> To be collected by CSDI Impact Evaluation M&E Program or by Attitudes and Perception Surveys			
<b>Data Source:</b> Collected from the Structured Survey of the CSDI Impact Evaluation			
<b>Method of data acquisition by USAID:</b> Collected from CSDI Impact Evaluation M&E Program through the USAID M&E "Monitor" MIS			
<b>Frequency and timing of data acquisition:</b> Biennial, CSDI Impact Evaluation data (three measurements in total)			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities or to be calculated and budgeted by new projects.			
<b>Individual(s) responsible at USAID:</b> M&E Officer at CLE Office and M&E Program COR			
<b>Individual(s) responsible for providing data to USAID:</b> COP of M&E Program			
<b>Location of Data Storage:</b> USAID M&E "Monitor" MIS, Supporting files kept at M&E Program offices.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by implementing partners in their quarterly reports. Program's CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> Implementing partners' quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b> Structured Baseline Survey of the CSDI Impact Evaluation			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011 (B/LINE)	NA		
2012	25		
2013	30		
2014	35		
2015	40		
2016	45		
LOP	20		

### DO1- 028: Accountability index in CSDI municipalities.

Definition: An approvable use of the *accountability* mechanisms is measured by responses to questions that ask for the frequency with which the municipality reports to its citizens about the management of the resources it administers; the frequency with which it invites the community to express their opinion about subjects of their interest; and the frequency with which it takes into account the citizens' opinions when taking decisions.

Accountability ensures that actions and decisions taken by public officials of the GOC are subject to oversight so as to guarantee that government initiatives meet their stated objectives and respond to the needs of the community they are meant to be benefiting, thereby contributing to better governance and poverty reduction.

To be counted the government must meet *answerability* criteria, which refers to the obligation of the government, its agencies and public officials to provide information about their decisions and actions and to justify them to their citizens.

Reporting frequency: Annually, Collected and reported by the Base Line Structured Survey of the CSDI Impact Evaluation

Disaggregated by: Geographic area: CSDI zone.

#### Cálculo con la Encuesta Estructurada de Línea de Base

VARIABLES	PREGUNTAS – EE.LB.	CÁLCULO DEL PUNTAJE	PUNTAJE (VALOR MAX)
Rendición de cuentas	<b>1107.</b> ¿El alcalde de su municipio le informa con regularidad a la comunidad en qué y cómo se ha gastado los recursos del municipio?	1 (sí) = 40 2 (no) = 0 3 (a veces) = 20	<b>40</b>
Espacios de participación y veeduría	<b>1108a.</b> ¿Con qué frecuencia las autoridades municipales invitan a la comunidad a expresar su opinión frente a temas de interés comunitario (Leer opciones)?	1 (nunca) = 5 2 (pocas veces) = 10 3 (algunas veces) = 15 4 (frecuentemente) = 20 5 (siempre) = 30	<b>30</b>
Participación en la toma de decisiones	<b>1108b.</b> ¿Con qué frecuencia las autoridades municipales tienen en cuenta, a la hora de tomar decisiones, las opiniones que expresa la ciudadanía (Leer opciones)?	1 (nunca) = 5 2 (pocas veces) = 10 3 (algunas veces) = 15 4 (frecuentemente) = 20 5 (siempre) = 30	<b>30</b>
			<b>PUNTAJE TOTAL (MAX) = 100</b>

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.3 Economic Development Catalyzed			
<b>Name of Sub-intermediate Result:</b> N/A			
<b>Indicator Number:</b> DO1-029			
<b>Name of Indicator:</b> Value of incremental sales of key supported products in CSDI zones			
<b>Is this an Output Indicator?</b> No		<b>Is this an Outcome Indicator?</b> Yes	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Value of sales of key products measured at the level of local associations and "Centros de acopio" (collection and storage sites). CELI CENTRAL will provide a list of the local associations and "Centros de acopio" where collect the information. The key products are listed on the following page. "Incremental sales" measures the difference between gross sales recorded in a reporting period and baselines sales.			
<b>Indicator Collection and Reporting to MONITOR</b>			
<b>Data Collection:</b> Collected by CELI CENTRAL, <b>Collection level:</b> Activity, <b>Source:</b> Advances activity			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format, list the value of incremental sales for each product supported during the quarter showing the breakdown by geographic area, and product. In addition, at the end of the fiscal year, the implementer should report the sum of the value of incremental sales for the reporting period for the project using the "flag" activity (actividad bandera) option in MONITOR.			
<b>Calculation of Indicator:</b> Sum across zones			
<b>Unit of Measure:</b> Incremental sales.			
<b>Disaggregated by:</b> Geographic area (municipality, department, and CSDI zone) and product			
<b>Justification &amp; Management Utility:</b> Increasing sales of local agricultural and non-agricultural products is one measure of growth in the economic base through increased production or productivity. The measure through associations and collection centers means that the growth measured is produced by small and medium producers.			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection method:</b> To be collected by CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL			
<b>Method of data acquisition by USAID:</b> CSDI implementing partners through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly (suggested frequency). TBD according to each product's cycle (annually at least).			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing CSDI contracts/activities.			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> USAID M&E "Monitor" MIS. Supporting files kept at implementers' offices.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by implementing partners in their quarterly reports. Program's CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> Implementing partners' quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with implementing partners.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b> TBD per product. Baseline methodology TBD.			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011 (B/LINE)	Baseline: TBD per product.		N/A
2012	TBD		
2013	TBD		
2014	TBD		
2015	TBD		
2016	TBD		

LOP	TBD		
<b>THIS SHEET LAST UPDATED ON:</b> August 5, 2013 <b>BY:</b> CELI Central M&E Team - Francisco Bautista.			

## **DO1 Results Indicator 029: Value of Incremental Sales of key supported products in CSDI zones**

### **Instructions for Calculating Results Indicator 029 and for Entering its Measures in MONITOR**

*[Note: These instructions supplement information on the USAID/Colombia DO-1 Results Indicator 029 “Value of incremental sales of key supported products in CELI zones” contained in the Mission’s Performance Monitoring Plan (PMP) 2009-2014 Indicator Reference Sheet.]*

Discussion: This indicator measures changes in the competitive capacity of beneficiary agricultural producers receiving USG support for increasing value of what they sell. “Value of Incremental Sales” is an outcome indicator resulting from improved productivity, greater access to production credits, better market conditions and stronger selling power of producers receiving USG support in cash, kind or technical assistance. The focus of measurement, therefore, should be on the volume and price of principle products sold by agricultural producers receiving USG support during the time – or immediately after - USG support is provided. Not all product sales need be measured and not all producers included, particularly in cases where interventions are introducing new commodities and where more than one time period –season or year – may be required before the product can be brought to market – as is the case of tree crops such as coffee, cacao, mango, avocado, plantain, dairy and some other products. This indicator is reported annually at the end of the USAID fiscal year; however, information on the value of incremental sales may be gathered at any time during the reporting fiscal year during the most appropriate market period as long as that period of information gathering is the same for each fiscal year report.

Value of incremental sales is the difference in the value of sales between two time periods – quarters or years - of selected principle agricultural commodities being produced and sold by beneficiaries of USG support. Incremental sales value is calculated by subtracting the base year sales value from the value of sales in the next quarterly or annual sales reporting period. It is expressed as a value in thousands of US Dollars.

Sales value is calculated by multiplying the volume of reported sales by the average market price prevailing at the time the product is sold. Information used to calculate sales value is collected from records of local producer association – or collection center (*centro de acopio*) - records which are validated by implementing partner observations. At the beginning of their programs, CSDI implementers prepare lists of the local associations and “*centros de acopio*” to be used to track and compare sales volumes and values; these lists should not change between reporting periods.

Qualifying associations must be made up of - or collection centers must be used by - producers receiving USG support in cash, kind or technical assistance. To assure data reporting consistency, the lists of local associations and collection centers must be the same during the baseline (initial) period (year or quarter) of data collection and subsequent periods (years or quarters).

Qualifying products must be the principle products sold by supported producers during the base period and at least the next reporting period. Cases are likely where one product makes

up the bulk of sales in one reporting period and another product in a subsequent reporting period. This can result from producers changing to more competitive products or products with lower per unit production costs. In such cases, volumes and prices for each of these principle commodities should be collected, multiplied to calculate sales value and the sales values summed together to calculate the total sales value for a particular producer association or unit of measure.

Methods of data collection: Sales volume data should be collected from local association or collection center records and certified by an implementing partner employee or by a third independent party. Implementing partners should record sales volume and market price for actual transactions taking place for all sales during the reporting period. (Note: For some products sales will be seasonal, for others, sales may be year-round. Implementing partners should specify the time periods during which sales volumes are recorded and market prices collected.)

Disaggregations: Incremental sales values should be calculated for the primary product sold in the base year and at least one subsequent reporting period. Geographic area (municipality, department, and CSDI zone) and product.

Illustrative List of Key Products	
Cacao	Cocoa
Caña	Sugar cane
Caucho	Rubber
Café	Coffee
Miel	Honey
Tuberculos: yuca, name	Root Crops
Granos: arroz, maiz, ajonjoli	Grain Crops
Frutas: mango, aguacate, limon, coco	Fruit Crops
Platano	Plantain
Carne	Meat
Leche	Milk
Pesca Marítima	Fishing
Acuicultura: Piscicultura, Camaronicultura	Fish and Shrimp farming
Ganado	Livestock
Productos no- agropecuarios	Non-agricultural

Reporting Results Indicator 026 Incremental Sales Value calculations to MONITOR: Each USAID Implementing Partner is responsible for periodically - annually or quarterly calculating incremental sales values for each product it supports based on volume and price information it collects from local producers, producer associations or collection centers. Note: Price collection points may differ for implementer and commodity but should not change for that implementer or commodity once decided. Each Implementing Partner is responsible for reporting sales values, incremental sales values at two levels of aggregation for all qualifying products – those products for which a local

association or collection center is listed and has been sold by the producer for at least two time periods – quarters, seasons or years:

- i) Project-level incremental sales value (in thousands of US\$) that aggregates (sums) sales values for ALL qualifying products each fiscal year - this is the Results Indicator 029 outcome value
- ii) Total incremental sales value (in thousands of US\$) for each product (sum of incremental sales for key product achieved by all project activities) disaggregated by location (municipality, department, CSDI zone) as defined in the Program's Indicator Reference Sheets

MONITOR contains fields for each Implementing Partner to enter:

- A product code, product name and activity location – CSDI zone, department, municipality, *vereda* and local association - for each product for which a sales value is calculated from the sales volume and market price;
- An annual (or quarterly) sales value disaggregated by department, municipality, *vereda*, local association;
- An aggregated (sum) of annual/quarterly project level incremental sales value

Calculating Results Indicator 029 – Incremental Sales Value:

Sales value is calculated by multiplying the volume of reported sales by the average market price prevailing at the time the product is sold.

Incremental sales value is calculated by subtracting the baseline year sales value from the value of sales in the next quarterly or annual sales reporting period. It is expressed as a value:

**Incremental sales value = Actual (A) sales value minus the Base year (B) sales value**

$$\text{or as } V_{(\text{Year A})} - V_{(\text{Year B})}$$

Notes on Measuring and Reporting the Incremental Sales Value:

The Baseline sales value is defined as the value of sales of a producers' organization, association, or collection sites (*centros de acopio*) that has not received support from USAID or the sales value that these organizations would expect to earn without the support of USAID. The information to calculate the baseline sales value can be obtained from the formal records of the associations or collection sites. In the case that an organization does not have the information for the baseline (such as at the beginning of activities to support commercialization or the reactivation of organizations), this information can be estimated based on historical sales records of similar organizations, prices and average sales for the region, and the specific characteristics of the organization.

Current or Actual Sales Value corresponds to the sales value of a producers' organization, association, or collection sites (*centros de acopio*) in a set period after receiving support from USAID. Information used to calculate sales value is collected from records of local producer association – or collection center records which are validated by implementing partner observations.

Data Collection and Reporting: The implementing partners will define the key products and project activities that will contribute to measuring the incremental sales value. Two measurements need to be taken, a baseline and a follow-up for each key product. Taking into account that the productive cycle of each product is different, the time between the two measurements may vary for each key product. The timing of data collection for each crop is determined by the implementing partner and must remain the same across years. Reporting of the incremental sales value will be conducted at the end of the fiscal year. The value reported is the incremental sales value, or the difference in the value of sales from the baseline to the follow-up sale, for activities that have completed both measurements by the end of the reporting fiscal year. Activities that have not measured a follow-up sales value in the reporting fiscal year will not be reported until the fiscal year when the follow-up value is available.

Reporting in MONITOR:

- Activity Level: Implementing partners periodically report information for each key product supported by an activity in the activity report form. This includes information about the product, the baseline sales value and the follow-up sales values (values are in thousands of US Dollars).
- “Flag” Activity Level: The implementing partner will report the aggregated (summed) sales value for all key products supported during the fiscal year using the “Flag” Activity option in MONITOR. The value (in thousands of US Dollars) is the sum of all of the incremental sales values of all key products supported by project activities during the fiscal year.

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.3 Economic Development Catalyzed			
<b>Name of Sub-intermediate Result:</b> Sub-IR 1.3.1: Rural development programs in CSDI zones implemented.			
<b>Indicator Number:</b> DO1-030			
<b>Name of Indicator:</b> Number of strategic rural and economic development programs with territorial approach implemented in CSDI municipalities			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> The strategic rural and economic development programs generated by GoC ministries and agencies to be implemented in rural areas are not necessarily reaching CSDI municipalities. The goal is to bring these programs to these municipalities and increase the total number of programs operating in each municipality The indicator is the total number of programs operating in one or more municipalities in the zone. i.e. the same program cannot be counted twice if present in more than one municipality. See list of programs on the next page.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data Collection:</b> Collected by CELI CENTRAL, <b>Collection level:</b> Activity flag, <b>Source:</b> Advances activity			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format, list the number of strategic rural and economic programs with territorial approach implemented during the quarter showing the breakdown by geographic area and type of social program.			
<b>Calculation of Indicator:</b> Sum across zones			
<b>Unit of Measure:</b> Strategic rural and economic development programs			
<b>Disaggregated by:</b> Geographic area (municipality, department, and CSDI zone) and type of social program			
<b>Justification &amp; Management Utility:</b> The presence of the programs in the municipality is an indicator of municipal capacity for service delivery, of links between the municipality and the State, and of increased support for local economic development.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by CELI CENTRAL.			
<b>Data Source:</b> Reported by CELI CENTRAL.			
<b>Method of data acquisition by CELI CENTRAL:</b> CSDI implementing partners through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly			
<b>Estimated cost of data acquisition:</b> Subsumed under existing CELI CENTRAL contracts			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&E Senior.			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by CELI CENTRAL in their quarterly reports. Program's CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL'S quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with CELI CENTRAL.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011 (B/LINE)	N/A		
2012	4		
2013	7		
2014	8		
2015	8		
2016	8		
LOP	8		

**DO1-030: Number of strategic rural and economic development programs with territorial approach implemented in CSDI municipalities**

Definition: The territorial (rural and economic) development programs depend from GOC's ministries and agencies but are not necessarily reaching CSDI municipalities. The goal is to bring down these programs to these municipalities. Below is a list of Programs

Disaggregated by: Geographic area (municipality, department, and CSDI zone).

Data source and Reporting Frequency: Reported by CSDI implementing Partners/Quarterly.

Programa	Program	Institución
Desarrollo Rural con Equidad –DRE	DRE	Ministerio de Agricultura
Oportunidades rurales	Rural Opportunities	Ministerio de Agricultura
Alianzas productivas	Productive Alliances	Ministerio de Agricultura
Mujer rural	Rural Women	Ministerio de Agricultura
Acceso a tierras /Incoder	Land Access/Incoder	Ministerio de Agricultura
Distritos de riego/Incoder	Irrigation/Incoder	Ministerio de Agricultura
Créditos/Incoder	Credits/Incoder	Ministerio de Agricultura
Impuestos/Incoder	Tax/Incoder	Ministerio de Agricultura
Red de Seguridad Alimentaria (ReSA)	Food security (ReSA)	DAPS
Capital para empresarios	Capital for entrepreneurs	DAPS
Red de ingresos y empresarios	Income and entrepreneur network	DAPS
Microcrédito rural/ Banco Agrario	Agrarian Bank	Ministerio de Agricultura
Corresponsales no-bancarios /Banco Agrario	Agrarian Bank	Ministerio de Agricultura
Banca de las Oportunidades	Opportunities Bank Program	Bancoldex
Jóvenes Emprendedores		SENA

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.3 Economic Development Catalyzed			
<b>Name of Sub-intermediate Result:</b> Sub-IR 1.3.1: Rural development programs in CSDI zones implemented.			
<b>Indicator Number:</b> DO1-031			
<b>Name of Indicator:</b> Number of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CSDI municipalities.			
<b>Is this an Output Indicator?</b> Yes			<b>Is this an Outcome Indicator?</b> No
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Number of people benefiting from rural and economic development programs with territorial approach – counted in the previous indicator- that are being implemented in CSDI municipalities. CELI CENTRAL will be asked to estimate using reasonable methods the number of beneficiaries of rural and economic development programs. A list of programs is provided as an annex to this document			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data Collection:</b> To be collected by the CELI CENTRAL, <b>Collection Level:</b> Activity Flag, <b>Source:</b> Advances Activity			
<b>Reporting:</b> Using the MONITOR Simple Indicator Report Format, list the number and percentage of people benefitted by strategic rural and economic programs with territorial approach implemented during the quarter showing the breakdown by geographic area and sex			
<b>Calculation of Indicator:</b> Sum and average percentage across zones.			
<b>Unit of Measure:</b> Number of people.			
<b>Disaggregated by:</b> Geographic area (municipality, department, and CSDI zone); sex (if a direct count of people is not possible, implementers should estimate breakdown by sex using reasonable methods)			
<b>Justification &amp; Management Utility:</b> This indicator complements the previous on with a measure of depth of presence of these programs as well as extent.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL			
<b>Method of data acquisition by CELI CENTRAL:</b> implementing partners through the USAID M&E “Monitor” MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing CELI CENTRAL contracts/activities.			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&E Senior.			
<b>Location of Data Storage:</b> CELI CENTRAL M&E “Mission” MIS AND USAID M&E “MONITOR” MIS. Supporting files kept at implementers' offices.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> 2013			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly and Quarterly data will be analyzed by CELI CENTRAL in their quarterly reports. Programs' CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL'S quarterly reports. Data can also be retrieved through automated reports from the USAID M&E “Monitor” MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with CELI CENTRAL.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011 (B/LINE)	0		
2012	10.000		
2013	15.000		
2014	20.000		
2015	25.000		
2016	30.000		
LOP	100.000		

THIS SHEET LAST UPDATED ON: August 5, 2013 BY: CELI Central M&E Team - Francisco Bautista.

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.3 Economic Development Catalyzed			
<b>Name of Sub-intermediate Result:</b> Sub-IR 1.3.2: Competitiveness increased			
<b>Indicator Number:</b> DO1-032			
<b>Name of Indicator:</b> Private sector funds leveraged in CSDI zones attributable to USG Interventions (USD Million)			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<p><b>Precise Definition(s):</b> Private sector funds leveraged refers to the value of co-investments made by private enterprises, individuals, or local-level community CSOs (excluding local public funds) to support development in CSDI zones. Private sector enterprises refer to those that operate with over 50% private funds. The indicator will both measure the committed value of leverage and the executed leveraged value. Committed values are fund commitments made by private actors that have not been disbursed. Leveraged refers to cash, in-kind, credit, labor provided by the community, and premium price resources invested in or that directly support rural and economic development activities in CSDI zones. USG assistance shall support but not replace the role of GoC institutions in attracting private sector investment to the zones. In-kind contributions will be monetized by the investor. Labor will be monetized based on the value of day labor in the area. The targets of this indicator are for the executed funds and not for the committed funds.</p> <p><b>Indicator Collection and Reporting to MONITOR:</b></p> <p><b>Data Collection:</b> Collected by CELI CENTRAL , <b>Collection Level:</b> Activity, <b>Source:</b> Advances Activity</p> <p><b>Reporting:</b> Using the MONITOR Simple Indicator Report Format, list the value of private sector funds leveraged during the quarter, showing the breakdown by:</p> <ul style="list-style-type: none"> <li>• Committed or executed funds</li> <li>• Local (in the department), Non-Local (national or outside the department),</li> <li>• Cash, in-kind, credit, premium prices;</li> <li>• Source; enterprise, individual, community;</li> <li>• Geographic area</li> </ul> <p><b>Calculation of Indicator:</b> Sum of Simple Indicator reports.</p> <p><b>Unit of Measure:</b> Dollars (Data initially collected in local currency should be converted into dollars using the Banco de la República average exchange rate in effect over the last quarter. Monetary (in COP and USD).</p> <p><b>Disaggregated by: Funds committed or executed;</b> Cash, in-kind, credit, premium prices; source – enterprise, individual, community; geographic area (“vereda,” municipality, department, CSDI zone).</p> <p><b>Justification &amp; Management Utility:</b> Private sector investment is critical to ensuring long-term sustainability of consolidation and livelihood activities in achieving the Mission’s strategic objective.</p>			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL			
<b>Method of data acquisition by CELI CENTRAL:</b> Implementing partners through the USAID M&E “Monitor” MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing CELI CENTRAL contracts/activities.			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E “Mission” MIS and USAID M&E “MONITOR” MIS. Supporting files kept at implementers’ offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> 2013			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Data will be analyzed by CELI CENTRAL in their quarterly reports. Program’s CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL’S quarterly reports. Data can also be retrieved through automated reports from the USAID M&E “Monitor” MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with CELI CENTRAL.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes

2011 (B/LINE)	0		
2012	USD 5.000.000		
2013	USD 10.000.000		
2014	USD 5.000.000		
2015	USD 15.000.000		
2016	USD 15.000.000		
LOP	USD 50.000.000		
<b>THIS SHEET LAST UPDATED ON:</b> August 5, 2013 <b>BY:</b> CELI Central M&E Team - Francisco Bautista.			

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.3 Economic Development Catalyzed			
<b>Name of Sub-intermediate Result:</b> Sub-IR 1.3.2: Competitiveness increased			
<b>Indicator Number:</b> DO1-033			
<b>Name of Indicator:</b> Number of private-public alliances formed			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<p><b>Precise Definition(s):</b> A partnership –or alliance- is considered formed when there is a clear written agreement from a private and a public entity to work together to achieve a common objective. There must be either a cash or in-kind significant contribution to the effort by both the public and the private entity. In counting partnerships we are not counting transactions with a partner entity; we are counting the number of partnerships formed. Each partnership counted needs to specify the total amount of funds in the partnership disaggregated by counterpart contributions –public, private and USG contributions-. Private sector contributions are defined as funding received from a private sector partner, and/or private sector funding that can be funneled through NGOs, foundations, or other private philanthropic organizations. Public entities include: multilateral development institutions, national governments of developing countries, and universities or other arms of national governments. For-profit enterprises and non-governments organizations (NGOs) are considered private.</p> <p><b>Indicator Collection and Reporting to MONITOR:</b>  <b>Data collection:</b> To be collected by CELI CENTRAL: <b>Collection Level:</b> Activity <b>Source:</b> Advances Activity.  <b>Reporting:</b> Using the MONITOR Simple Indicator Report Format, list the number of public-private partnerships (alliances) formed during the quarter, showing the breakdown by: partnership amount (in USD) and disaggregation of counterpart contributions (percent attributed to each partner.)  <b>Calculation of Indicator:</b> Sum of Simple Indicator reports.  <b>Unit of Measure:</b> Alliances or partnerships.  <b>Disaggregated by:</b> Partnership amount and counterpart contributions  <b>Justification &amp; Management Utility:</b> This indicator measures USG leveraging of private and public sector resources to promote transformational development.</p>			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL.			
<b>Method of data acquisition by CELI CENTRAL:</b> CSDI Implementing partners through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing CELI CENTRAL contracts/activities.			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> FY2013			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Data will be analyzed by CELI CENTRAL in their quarterly reports. Program's CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL'S quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with CELI CENTRAL.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011 (B/LINE)	0		
2012	5		
2013	5	15	
2014	5		
2015	0		
2016	0		

LOP	15		
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**THIS SHEET LAST UPDATED ON:** August 5, 2013 **BY:** CELI Central M&E Team - Francisco Bautista.

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.3 Economic Development Catalyzed			
<b>Name of Sub-intermediate Result:</b> Sub-IR 1.3.2: Competitiveness increased			
<b>Indicator Number:</b> DO1-034			
<b>Name of Indicator:</b> Number of rural households benefiting directly from USG interventions			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> Yes (F 4.5.2-13)			
DESCRIPTION			
<p><b>Precise Definition(s):</b> A household is a beneficiary, if at least one member of the household is a beneficiary. An individual is a beneficiary, if he/she is committed to a project activity or is in direct contact with all the interventions provided by the project. Beneficiaries include: households with persons receiving goods and services of co-implementing partners (inputs or plant material for crops; support in the improvement or construction of new infrastructure with direct connection to services such as sewage, water, electricity and / or gas; construction or improvement of housing; households with access to new programs or services in the context of the intervention, such as access to financial services and formalization processes; restitution of land and cadastral processes (cadastral training, maintenance or updates), provided they have met the requirements to consider that the process has effectively completed its cycle; and when participation in trainings (knowledge or skills imparted through interactions are intentional, structured and designed for this purpose). Rural is defined as all areas of the municipality outside the county capital. A direct beneficiary can also be considered to be in a rural household, based on analysis of the Comprehensive Municipal Performance Index (<i>índice de desempeño municipal</i>), the percent of the population with Basic Needs Unsatisfied (NBI), and there is a concentration of the population who meet two conditions, that is: to have a local Comprehensive Municipal Performance Index that is low or critical and the percentage of people in NBI exceeds 50%, and/or that the population is mostly concentrated in rural areas.</p> <p><b>Indicator Collection and Reporting to MONITOR:</b>  <b>Data collection:</b> To be collected by the CELI CENTRAL using the MONITOR beneficiary family form, which is completed and entered into MONITOR upon first contact with the family, <b>Collection Level:</b> Activity, <b>Source:</b> Advances activity.  <b>Reporting:</b> Using the MONITOR Family Beneficiary Indicator Report format, list the "cédula" of head of household (or other head of household ID number) for the families that received services during the quarter. Disaggregation is based on the beneficiary form.  <b>Calculation of Indicator:</b> Sum of reports across zones</p> <p><b>Unit of Measure:</b> Rural households</p> <p><b>Disaggregated by:</b> By sex household type: Female no male (FNM); male no female (MNF); male and female (M&amp;F); continuing households; new households; ethnicity, geographic area (vereda, municipality, department, zone).</p> <p><b>Justification &amp; Management Utility:</b> Indicator will be used by USAID/Washington to monitor performance, decide budget allocations, and report to stakeholders. USAID/Colombia will use it for program management and decision-making.</p>			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by CELI CENTRAL			
<b>Data Source:</b> Reported by CELI CENTRAL			
<b>Method of data acquisition by USAID:</b> CSDI/CELI implementing partners through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing CELI CENTRAL contracts/activities.			
<b>Individual(s) responsible at USAID:</b> COTRs of CSDI/CELI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> November 2012			
<b>Known Data Limitations and Significance (if any):</b>			
<b>Actions Taken or Planned to Address Data Limitations:</b> Recommendations from DQA FY13 to be implemented by partners and monitored by M&E Program .			
<b>Date of Future Data Quality Assessments:</b> 2015			
<b>Procedures for Future Data Quality Assessments:</b> To be determined.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Monthly or Quarterly data will be analyzed by CELI CENTRAL in their quarterly reports. Program's CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL'S quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with CELI CENTRAL.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b>			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes

2011 (B/LINE)	0		
2012	3,750		
2013	5,000		
2014	5,000		
2015	5,000		
2016	6,250		
LOP	25,000		
<b>THIS SHEET LAST UPDATED ON:</b> August 5, 2013 <b>BY:</b> CELI Central M&E Team - Francisco Bautista.			

Performance Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Name of Intermediate Result:</b> IR 1.3 Economic Development Catalyzed			
<b>Name of Sub-intermediate Result:</b> Sub-IR 1.3.2: Competitiveness increased			
<b>Indicator Number:</b> DO1-035			
<b>Name of Indicator:</b> Number of people with a financial product from a local financial institution.			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Number of individuals who have a savings, loan or insurance account in a financial institution receiving USG assistance in a CSDI zone. Members of local savings and loan groups ( <i>grupos locales de ahorro y credito</i> ) can also be counted in this indicator.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data collection:</b> To be collected by the CELI CENTRAL from financial institutions receiving technical assistance. The partner should complete the MONITOR organization beneficiary form for each financial institution upon first contact, <b>Collection Level:</b> Activity, <b>Source:</b> Advance Activity.			
<b>Reporting:</b> Using the MONITOR Beneficiary Report Format, list the "ID" of each financial institution, and the number of men and number of women who have accounts in that institution at the close of the quarter. (Same as reported quarterly by the institution to the <i>Superintendencia Bancaria</i> )			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Number of persons			
<b>Disaggregated by:</b> Sex, urban/rural, geographic area (municipality, department, and zone) and financial institution.			
<b>Justification &amp; Management Utility:</b> Easy accessibility to financial services at low rates is critical for producers and vulnerable population to improve their productivity, competitiveness and quality of life. For instance, access to credit allows investment in assets opening a window of opportunity for improving productivity. Strengthened local financial institutions increase access to services and strengthen the local economic infrastructure.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI CENTRAL.			
<b>Data Source:</b> Reported by the CELI CENTRAL from the statistics submitted by the financial institutions			
<b>Method of data acquisition by CELI CENTRAL:</b> Implementing partners from CELI and other programs from DO1 through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Quarterly			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&S Senior.			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
<b>Data Analysis:</b> Data will be analyzed by CELI CENTRAL in their quarterly reports. Program's CORs/AOTRs will undertake assessments of progress made with M&E Program support.			
<b>Presentation of Data:</b> CELI CENTRAL'S quarterly reports. Data can also be retrieved through automated reports from the USAID M&E "Monitor" MIS.			
<b>Review of Data:</b> DO team will review data for Portfolio Review, Operational Plan (OP), Performance Plan and Report (PPR) with CELI CENTRAL.			
<b>Reporting of Data:</b> Portfolio Review, Performance Plan and Report (PPR), USAID/Colombia Performance Management Plan (PMP) files.			
OTHER NOTES			
<b>Notes on Baselines/Targets:</b> Baseline: 0 / Targets: TBD with new implementers			
<b>Other Notes:</b>			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2011 (B/LINE)	0		
2012	484		
2013	2.939		
2014	5.949		

2015	10.034		
2016	4.400		
LOP	23.806		
<b>THIS SHEET LAST UPDATED ON:</b> August 5, 2013 <b>BY:</b> CELI Central M&E Team - Francisco Bautista.			

- **Management Indicators**

Management Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> MI-001			
<b>Name of Indicator:</b> Nucleus Assemblies Held			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> These are carried out in order to identify opportunities for rapid intervention and institutional management (gestión) to legitimize the presence of the State, ensuring broad participation of the community to build confidence and improve perceptions.			
<b>Indicator Collection and Reporting to MONITOR:</b> The indicator is collected by regional specialists who are responsible for uploading the information to MONITOR.			
<b>Data collection:</b> The data to be reported is collected in the regional offices by CELI CENTRAL M&E specialists.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Number of Nucleus Assemblies.			
<b>Disaggregated by:</b> Geographic area (municipality, department, and region).			
<b>Justification &amp; Management Utility:</b> A session is held with the participation of leaders from each of the NCI veredas, RCC members and officials from the regional and local administrations, and other actors involved in the consolidation strategy. The Consolidation strategy will be presented, identifying common objectives in the nucleus that permit developments with a regional approach. With community leaders, a schedule for NCI vereda visits will be developed.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by CELI CENTRAL regional specialists.			
<b>Data Source:</b> Reported by CELI CENTRAL regional specialists.			
<b>Method of data acquisition by CELI CENTRAL:</b> CELI CENTRAL through the MISSION MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> 2015			
<b>Procedures for Future Data Quality Assessments:</b> NA			
OTHER NOTES			
<b>Other Notes:</b> Management indicator			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2012	51		
2013	26		
2014			
2015			
2016			
LOP	77		
<b>THIS SHEET LAST UPDATED ON:</b> March 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

Management Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> MI-002			
<b>Name of Indicator:</b> Vereda Workshops developed with the community to determine and prioritize activity portfolio			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> These are carried out in order to identify opportunities for rapid intervention and institutional management (gestión) to legitimize the presence of the State, ensuring broad participation of the community to build confidence and improve perceptions.			
<b>Indicator Collection and Reporting to MONITOR:</b> The indicator is collected by regional specialists who are responsible for uploading the information to MONITOR.			
<b>Data collection:</b> The data to be reported is collected in the regional offices by CELI CENTRAL M&E specialists.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Number of Vereda Workshops			
<b>Disaggregated by:</b> Geographic area (municipality, department, zone),			
<b>Justification &amp; Management Utility:</b> Field teams will visit NCI veredas to present the consolidation strategy to the respective community and identify in a participatory fashion activities that contribute to consolidation. The participation of the community in defining activities will be based on the methodology for the problem and objectives tree--methodologies that enable the collective construction of necessities and solutions.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by CELI CENTRAL regional specialists.			
<b>Data Source:</b> Reported by CELI CENTRAL regional specialists.			
<b>Method of data acquisition by CELI CENTRAL:</b> CELI CENTRAL through the MISSION MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
OTHER NOTES			
<b>Other Notes:</b> Management indicator			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2012	400		
2013	219		
2014			
2015			
2016			
LOP	619		
<b>THIS SHEET LAST UPDATED ON:</b> March 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

<b>Management Indicator Reference Sheet</b>			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> MI-003			
<b>Name of Indicator:</b> Nucleus Plans elaborated and presented to Regional Committees for prioritization			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Analysis of the results obtained, and prioritization of activities in which ARD can help catalyze the arrival of the State through specific activities. This review will also help identify common activities between veredas that can be considered as nuclei activities. <b>Indicator Collection and Reporting to MONITOR:</b> The indicator is collected by regional specialists who are responsible for uploading the information to MONITOR.			
<b>Data collection:</b> The data to be reported is collected in the regional offices by CELI CENTRAL M&E specialists.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Number of nucleus plans elaborated and presented to Regional Committees for prioritization.			
<b>Disaggregated by:</b> Geographic area (municipality, department, zone).			
<b>Justification &amp; Management Utility:</b> The proposed NCI plan will be submitted to NCI stakeholders to validate or make adjustments to the proposal, seeking to have a definitive NCI Plan.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by CELI CENTRAL regional specialists.			
<b>Data Source:</b> Reported by CELI CENTRAL regional specialists.			
<b>Method of data acquisition by CELI CENTRAL:</b> CELI CENTRAL through the MISSION MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
OTHER NOTES			
<b>Other Notes:</b> Management indicator			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2012	51		
2013	26		
2014			
2015			
2016			
LOP	77		
<b>THIS SHEET LAST UPDATED ON:</b> March 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

Management Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> MI-004			
<b>Name of Indicator:</b> Regional Technical Committees Implemented			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<p><b>Precise Definition(s):</b> The civilian coordinator from the RCC and the Regional Director of ARD, and USAID when possible, will hold a meeting composed of the technical team members, where the results of the nuclei meeting and vereda workshop exercises will be analyzed, with the objective of constructing a nuclei plan proposal that includes: the timeframe in which activities will be executed; the component that will assume leadership of mobilizing resources for those activities; the identification of key actors in the public and private sector; and the delegation of technical, administrative, and logistical responsibilities to carry out 100% of the activities.</p> <p><b>Indicator Collection and Reporting to MONITOR:</b> The indicator is collected by regional specialists who are responsible for uploading the information to MONITOR.</p> <p><b>Data collection:</b> The data to be reported is collected in the regional offices by CELI CENTRAL M&amp;E specialists.</p> <p><b>Calculation of Indicator:</b> Sum of indicator reports across zones.</p>			
<b>Unit of Measure:</b> Number of Regional Technical Committees Implemented			
<b>Disaggregated by:</b> Geographic area (municipality, department, zone).			
<b>Justification &amp; Management Utility:</b> The results of nucleus meetings and vereda workshops are analyzed in regional technical committees in order to build a proposal from the nucleus plan that includes time considerations and the delegation of responsibilities for the implementation of activities.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by CELI CENTRAL regional specialists.			
<b>Data Source:</b> Reported by CELI CENTRAL regional specialists.			
<b>Method of data acquisition by CELI CENTRAL:</b> CELI CENTRAL through the MISSION MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COP of CELI CENTRAL/M&E Senior			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
OTHER NOTES			
<b>Other Notes:</b> Management indicator			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2012	8		
2013	5		
2014			
2015			
2016			
LOP	13		
<b>THIS SHEET LAST UPDATED ON:</b> March 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

- Non-Contractual Indicators

Non-Contractual Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> NCI-001			
<b>Name of Indicator:</b> Number of logistical support activities for the GOC/UAECT			
<b>Is this an Output Indicator?</b> Yes	<b>Is this an Outcome Indicator?</b> No		
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> This indicator refers to logistical and administrative support carried out by CELI Central through the UAECT in consolidation zones.			
<b>Indicator Collection and Reporting to MONITOR:</b> This data is collected by the CELI Central team through the MISSION system and then entered into Monitor.			
<b>Data collection:</b> Data will be collected through the MISSION System.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Number of logistical support activities for the GOC/UAECT			
<b>Disaggregated by:</b> Geographic area (department, region).			
<b>Justification &amp; Management Utility:</b> The UAECT is currently in an activity start-up phase and its budget is minimal compared to the implementation challenges it faces in the different consolidation policy regions. Therefore it is important to measure the support that USAID wants to offer to a critical phase, especially in logistical support. This support is explicitly contemplated within the activities allowed by the contract.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI Central technical team.			
<b>Data Source:</b> CELI CENTRAL through the M&E "MISSION" MIS.			
<b>Method of data acquisition by CELI CENTRAL:</b> CELI CENTRAL through the MISSION MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
OTHER NOTES			
<b>Other Notes:</b> Non-Contractual Indicators			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2012	100		
2013	60		
2014	40		
2015			
2016			
LOP	200		
<b>THIS SHEET LAST UPDATED ON:</b> March 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

<b>Non-Contractual Indicator Reference Sheet</b>			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> NCI-002			
<b>Name of Indicator:</b> Resources committed as a result of logistical support to the GOC/UAECT			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Corresponds to economic contributions made by the CELI Central Program for supported activities in consolidation zones.			
<b>Indicator Collection and Reporting to MONITOR:</b> This data is collected by the CELI Central team through the MISSION system and then entered into Monitor.			
<b>Data collection:</b> Data will be collected through the MISSION system.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Colombian Pesos			
<b>Disaggregated by:</b> Geographic area (municipality, department, zone).			
<b>Justification &amp; Management Utility:</b> The UAECT is currently in an activity start-up phase and its budget is minimal compared to the implementation challenges it faces in the different consolidation policy regions. Therefore it is important to measure the support that USAID can offer a critical phase, especially in committed resources for logistical support. This support is explicitly contemplated within the activities allowed by the contract.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI Central technical team.			
<b>Data Source:</b> CELI CENTRAL through the USAID M&E "MISSION" MIS.			
<b>Method of data acquisition by USAID:</b> CELI CENTRAL through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly for CELI, otherwise quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
OTHER NOTES			
<b>Other Notes:</b> Non-Contractual Indicators			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2012	900.000		
2013	400.000		
2014	200.000		
2015			
2016			
LOP	1.500.000		
<b>THIS SHEET LAST UPDATED ON:</b> March 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

<b>Non-Contractual Indicator Reference Sheet</b>			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> NCI-003			
<b>Name of Indicator:</b> Number of USG funded strengthening activities for national, regional and local level public institutions			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
<b>DESCRIPTION</b>			
<b>Precise Definition(s):</b> This indicator shows the number of national, regional and local public institutions that will be strengthened by the CELI Central Program intervention.			
<b>Indicator Collection and Reporting to MONITOR:</b> The indicator will be extracted through CELI Central's MISSION system and taken and entered into MONITOR at the central level.			
<b>Data collection:</b> The indicator will be extracted through CELI Central's MISSION system.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Number of USG funded strengthening activities for national, regional and local level public institutions			
<b>Disaggregated by:</b> Geographic area (municipality, department, zone).			
<b>Justification &amp; Management Utility: Complement with UAECT:</b> The UAECT is currently in an activity start-up phase and its budget is minimal compared to the implementation challenges it faces in the different consolidation policy regions. Therefore it is important to measure the support that USAID wants to offer to a critical phase, especially in supporting strengthening activities for national, regional and local level public institutions. This support is explicitly contemplated within the activities allowed by the contract. Additionally, it is important to accelerate the State's mobilization, particularly with public institutions at different levels that often do not have clear and fast process to make investments in remote areas.			
<b>PLAN FOR DATA ACQUISITION BY CELI CENTRAL</b>			
<b>Data collection method:</b> To be collected by the CELI Central technical team.			
<b>Data Source:</b> CELI CENTRAL through the USAID M&E "MISSION" MIS.			
<b>Method of data acquisition by CELI CENTRAL:</b> CELI CENTRAL through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly for CELI, otherwise quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> 2013			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> 2015			
<b>Procedures for Future Data Quality Assessments:</b> NA			
<b>OTHER NOTES</b>			
<b>Other Notes:</b> Non-Contractual Indicators			
<b>PERFORMANCE INDICATOR VALUES CELI CENTRAL</b>			
<b>Fiscal Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2012	60		
2013	30		
2014	10		
2015			
2016			
LOP	100		
<b>THIS SHEET LAST UPDATED ON:</b> March 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

<b>Non-Contractual Indicator Reference Sheet</b>			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> NCI-004			
<b>Name of Indicator:</b> CELI Central resources committed to strengthening activities for national, regional and local level public institutions			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> This indicator lets us know what resources are committed to strengthening national, regional and local public institutions.			
<b>Indicator Collection and Reporting to MONITOR:</b> The indicator will be extracted through CELI Central's MISSION system and taken and entered into MONITOR at the central level.			
<b>Data collection:</b> The indicator will be extracted through CELI Central's MISSION system.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Colombian pesos			
<b>Disaggregated by:</b> Geographic area (municipality, department, zone).			
<b>Justification &amp; Management Utility:</b> The UAECT is currently in an activity start-up phase and its budget is minimal compared to the implementation challenges it faces in the different consolidation policy regions. Therefore it is important to measure the support that USAID wants to offer to a critical phase, especially by supporting strengthening activities for national, regional and local level public institutions with economic resources. This support is explicitly contemplated within the activities allowed by the contract. Additionally, it is important to accelerate the State's mobilization, particularly with public institutions at different levels that often do not have clear and fast process to make investments in remote areas.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI Central technical team.			
<b>Data Source:</b> CELI CENTRAL through the USAID M&E "MISSION" MIS.			
<b>Method of data acquisition by CELI CENTRAL:</b> CELI CENTRAL through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly for CELI, otherwise quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
OTHER NOTES			
<b>Other Notes:</b> Non-Contractual Indicators			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target (USD\$)	Actual	Notes
2012	300,000		
2013	200,000		
2014	300,000		
2015			
2016			
LOP	700,000		
<b>THIS SHEET LAST UPDATED ON:</b> March 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

Non-Contractual Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> NCI-005			
<b>Name of Indicator:</b> Number of national, regional and local level private institutions (associations, NGO's, guilds, etc.) that have received USG resources for strengthening institutions			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> This indicator allows us to know how many national, regional and local private institutions have been strengthened with USG resources.			
<b>Indicator Collection and Reporting to MONITOR:</b> The indicator will be extracted through CELI Central's MISSION system and taken and entered into MONITOR at the central level.			
<b>Data collection:</b> The indicator will be extracted through CELI Central's MISSION system.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Number of national, regional and local level private Institutions.			
<b>Disaggregated by:</b> Geographic area (municipality, department, zone),			
<b>Justification &amp; Management Utility:</b> The UAECT is currently in an activity start-up phase and its budget is minimal compared to the implementation challenges it faces in the different consolidation policy regions. Therefore it is important to measure the support that USAID wants to offer to a critical phase, especially for supporting strengthening activities for national, regional and local level private institutions. This support is explicitly contemplated within the activities allowed by the contract.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI Central technical team.			
<b>Data Source:</b> CELI CENTRAL through the USAID M&E "MISSION" MIS.			
<b>Method of data acquisition by CELI CENTRAL:</b> CELI CENTRAL through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly for CELI, otherwise quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
OTHER NOTES			
<b>Other Notes:</b> Non-Contractual Indicators			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2012	40		
2013	100		
2014	60		
2015			
2016			
LOP	200		
<b>THIS SHEET LAST UPDATED ON:</b> March 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

<b>Non-Contractual Indicator Reference Sheet</b>			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> NCI-006			
<b>Name of Indicator:</b> Resources committed as a result of strengthening support provided to national, regional and local level private institutions			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Corresponds to economic contributions made by the CELI Central Program for supported activities in consolidation zones.			
<b>Indicator Collection and Reporting to MONITOR:</b> The indicator will be extracted through CELI Central's MISSION system and taken and entered into MONITOR at the central level.			
<b>Data collection:</b> The indicator will be extracted through CELI Central's MISSION system.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Colombian Pesos			
<b>Disaggregated by:</b> Geographic area (municipality, department, zone).			
<b>Justification &amp; Management Utility:</b> The UAECT is currently in an activity start-up phase and its budget is minimal compared to the implementation challenges it faces in the different consolidation policy regions. Therefore it is important to measure the support that USAID wants to offer to a critical phase, especially by supporting strengthening activities for national, regional and local level private institutions with economic resources in the implementation of activities in various action zones. This support is explicitly contemplated within the activities allowed by the contract.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI Central technical team.			
<b>Data Source:</b> CELI CENTRAL through the USAID M&E "MISSION" MIS.			
<b>Method of data acquisition by USAID:</b> CELI CENTRAL through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly for CELI, otherwise quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices.			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
OTHER NOTES			
<b>Other Notes:</b> Non-Contractual Indicators			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target (USD\$)	Actual	Notes
2012	200,000		
2013	500,000		
2014	300,000		
2015			
2016			
LOP	1,000,000		
<b>THIS SHEET LAST UPDATED ON:</b> March 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

<b>Non-Contractual Indicator Reference Sheet</b>			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> NCI-007			
<b>Name of Indicator:</b> Number of pre-investment activities			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
<b>DESCRIPTION</b>			
<b>Precise Definition(s):</b> Corresponds to the number of pre-investment activities, supported in consolidation zones.			
<b>Indicator Collection and Reporting to MONITOR:</b> The indicator will be extracted through CELI Central's MISSION system and taken and entered into MONITOR at the central level.			
<b>Data collection:</b> The indicator will be extracted through CELI Central's MISSION system.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Number of pre-investment activities			
<b>Disaggregated by:</b> geographic area (municipality, department, zone),			
<b>Justification &amp; Management Utility:</b> Previous studies are required in order to carry out large investments, mainly in social and productive infrastructure. There are many requests in this sense; consequently the kind of assistance that can leverage large amounts of resources for work implementation is necessary, without which it would be impossible to perform the work.			
<b>PLAN FOR DATA ACQUISITION BY CELI CENTRAL</b>			
<b>Data collection method:</b> To be collected by the CELI Central technical team.			
<b>Data Source:</b> CELI CENTRAL through the USAID M&E "MISSION" MIS.			
<b>Method of data acquisition by CELI CENTRAL:</b> CELI CENTRAL through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly for CELI, otherwise quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities.			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
<b>OTHER NOTES</b>			
<b>Other Notes:</b> Non-Contractual Indicators			
<b>PERFORMANCE INDICATOR VALUES CELI CENTRAL</b>			
<b>Fiscal Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2012	20		
2013	50		
2014	30		
2015			
2016			
LOP	100		
<b>THIS SHEET LAST UPDATED ON:</b> August 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

<b>Non-Contractual Indicator Reference Sheet</b>			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> NCI-008			
<b>Name of Indicator:</b> Resources committed as a result of pre-investment activities			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Resources committed as a result of activities with pre-investment.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data collection:</b> To be collected by the implementing partner from financial institutions receiving technical assistance. The partner should complete the MONITOR organization beneficiary form for each financial institution upon first contact.			
<b>Reporting:</b> The indicator will be extracted through CELI Central's MISSION system.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Colombian pesos.			
<b>Disaggregated by:</b> Geographic area (municipality, department, zone).			
<b>Justification &amp; Management Utility:</b> Previous studies are required in order to carry out large investments, mainly in infrastructure and with a regional focus. There are many requests in this sense; consequently the kind of assistance that can leverage large amounts of resources for work implementation is necessary, without which it would be impossible to perform the work.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI Central technical team.			
<b>Data Source:</b> CELI CENTRAL through the USAID M&E "MISSION" MIS.			
<b>Method of data acquisition by CELI CENTRAL:</b> CELI CENTRAL through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly for CELI, otherwise quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
OTHER NOTES			
<b>Other Notes:</b> Non-Contractual Indicators			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target (USD\$)	Actual	Notes
2012	1,000,000		
2013	2,000,000		
2014	1,000,000		
2015			
2016			
LOP	4,000,000		
<b>THIS SHEET LAST UPDATED ON:</b> March 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

<b>Non-Contractual Indicator Reference Sheet</b>			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> NCI-009			
<b>Name of Indicator:</b> Number of additional hectares under improved technologies or management practices as a result of USG assistance			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
<b>DESCRIPTION</b>			
<b>Precise Definition(s):</b> Corresponds to hectares supported by CELI CENTRAL as a result of the implementation of economic development activities in consolidation zones.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data collection:</b> To be collected by the implementing partner from financial institutions receiving technical assistance. The partner should complete the MONITOR organization beneficiary form for each financial institution upon first contact.			
<b>Reporting:</b> Using the MONITOR Beneficiary Report Format, list the "ID" of each financial institution, and the number of men and number of women who have accounts in that institution at the close of the quarter.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Number of hectares			
<b>Disaggregated by:</b> , geographic area (municipality, department, zone),			
<b>Justification &amp; Management Utility:</b> This indicator measures the number of hectares supported as a result of assistance in Consolidation zones. The Program's help achieves the implementation of economic development activities that generate wellbeing for the community in the CELI CENTRAL action area.			
<b>PLAN FOR DATA ACQUISITION BY CELI CENTRAL</b>			
<b>Data collection method:</b> To be collected by the CELI Central technical team.			
<b>Data Source:</b> CELI CENTRAL through the USAID M&E "MISSION" MIS.			
<b>Method of data acquisition by CELI CENTRAL:</b> CELI CENTRAL through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly for CELI, otherwise quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>OTHER NOTES</b>			
<b>Other Notes:</b> Non-Contractual Indicators			
<b>PERFORMANCE INDICATOR VALUES CELI CENTRAL</b>			
<b>Fiscal Year</b>	<b>Target (Has)</b>	<b>Actual</b>	<b>Notes</b>
2012	400		
2013	1,000		
2014	400		
2015	200		
2016			
LOP	2,000		
<b>THIS SHEET LAST UPDATED ON:</b> March 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

Non-Contractual Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> NCI-010			
<b>Name of Indicator:</b> Number of kilometers of new or improved tertiary roads assistance			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Corresponds to the number of kilometers of new or improved tertiary roads in consolidation zones.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data collection:</b> To be collected by the implementing partner from financial institutions receiving technical assistance. The partner should complete the MONITOR organization beneficiary form for each financial institution upon first contact.			
<b>Reporting:</b> Using the MONITOR Beneficiary Report Format, list the "ID" of each financial institution, and the number of men and number of women who have accounts in that institution at the close of the quarter.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Number of kilometers			
<b>Disaggregated by:</b> Geographic area (municipality, department, zone),			
<b>Justification &amp; Management Utility:</b> There are many requests received to support infrastructure works, which is why this indicator shows the number of kilometers of improved roads supported under the program by its consolidation policy. The Program's help achieves the implementation of infrastructure works that generate wellbeing for the community in the CELI CENTRAL action area.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI Central technical team.			
<b>Data Source:</b> CELI CENTRAL through the USAID M&E "MISSION" MIS.			
<b>Method of data acquisition by USAID:</b> CELI CENTRAL through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly for CELI, otherwise quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
OTHER NOTES			
<b>Other Notes:</b> Non-Contractual Indicators			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2012	300		
2013	300		
2014	0		
2015	0		
2016			
LOP	600		
<b>THIS SHEET LAST UPDATED ON:</b> August 5, 2013 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

Non-Contractual Indicator Reference Sheet			
<b>Name of Development Objective:</b> DO-1: Civilian government presence in CSDI zones consolidated.			
<b>Indicator Number:</b> NCI-011			
<b>Name of Indicator:</b> Number of social infrastructure activities completed			
<b>Is this an Output Indicator?</b> Yes		<b>Is this an Outcome Indicator?</b> No	
<b>Is this an (F) indicator?</b> No			
DESCRIPTION			
<b>Precise Definition(s):</b> Corresponds to the quantity of completed social infrastructure activities supported by CELI CENTRAL in consolidation zones.			
<b>Indicator Collection and Reporting to MONITOR:</b>			
<b>Data collection:</b> To be collected by the implementing partner from financial institutions receiving technical assistance. The partner should complete the MONITOR organization beneficiary form for each financial institution upon first contact.			
<b>Reporting:</b> Using the MONITOR Beneficiary Report Format, list the "ID" of each financial institution, and the number of men and number of women who have accounts in that institution at the close of the quarter.			
<b>Calculation of Indicator:</b> Sum of indicator reports across zones.			
<b>Unit of Measure:</b> Number of social infrastructure activities completed			
<b>Disaggregated by</b> urban/rural, geographic area (municipality, department, zone).			
<b>Justification &amp; Management Utility:</b> There are many requests received for support of infrastructure works, which is why this indicator allows the measurement of the quantity of these infrastructure activities implemented as part of the program's development under the consolidation policy. The Program's help achieves the implementation of infrastructure works that generate wellbeing for the community in the CELI CENTRAL action area.			
PLAN FOR DATA ACQUISITION BY CELI CENTRAL			
<b>Data collection method:</b> To be collected by the CELI Central technical team.			
<b>Data Source:</b> CELI CENTRAL through the USAID M&E "MISSION" MIS.			
<b>Method of data acquisition by CELI CENTRAL:</b> CELI CENTRAL through the USAID M&E "Monitor" MIS.			
<b>Frequency and timing of data acquisition:</b> Monthly for CELI, otherwise quarterly.			
<b>Estimated cost of data acquisition:</b> Cost subsumed under existing contracts/activities			
<b>Individual(s) responsible at USAID:</b> CORs of CSDI zone contracts.			
<b>Individual(s) responsible for providing data to USAID:</b> COPs of CSDI projects			
<b>Location of Data Storage:</b> CELI CENTRAL M&E "Mission" MIS and USAID M&E "MONITOR" MIS. Supporting files kept at implementers' offices			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> NA			
<b>Known Data Limitations and Significance (if any):</b> To be determined.			
<b>Actions Taken or Planned to Address Data Limitations:</b> To be determined.			
<b>Date of Future Data Quality Assessments:</b> NA			
<b>Procedures for Future Data Quality Assessments:</b> NA			
OTHER NOTES			
<b>Other Notes:</b> Non-Contractual Indicators			
PERFORMANCE INDICATOR VALUES CELI CENTRAL			
Fiscal Year	Target	Actual	Notes
2012	100		
2013	100		
2014	100		
2015			
2016			
LOP	300		
<b>THIS SHEET LAST UPDATED ON:</b> March 20, 2012 <b>BY:</b> CELI Central M&E Team - Francisco Bautista			

## Anexo PMP DO1: Definición de beneficiarios

Existen seis indicadores en el PMP de DO1 que contabilizan hogares o personas que se benefician con los proyectos de los programas CELI directa e indirectamente. Estos son:

Numero y nombre del Indicador	Tipo beneficiario
DO1-011: Number and percentage of people benefitted by national social programs implemented in CSDI municipalities	Indirecto
DO1-012: Number of beneficiaries receiving improved infrastructure services	Directo e Indirecto (según clasificación en tabla anexa)
DO1-025: Number CSO members supported by USG assistance.	Directo
DO1-031: Number and percentage of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CSDI municipalities	Indirecto
DO1-034: Number of rural households benefitting directly from USG interventions	Directo
DO1-036: Number of people with a financial product from a local financial institution	Indirecto

El propósito de este documento es brindar definiciones que sirvan de criterio para diferenciar y ayudar con la contabilización de los beneficiarios directos e indirectos.

### 1) Beneficiarios Directos

El hogar que se beneficia directamente está representado por uno de sus miembros. Estos beneficiarios se generan en actividades que le proporcionan al hogar o individuo un beneficio del cual pueden apropiarse o utilizarlo en provecho propio; p.e., familias que reciben insumos o material vegetativo para mejorar cultivos existentes o expandir su área bajo cultivo; familias dueños de empresas que reciben asistencia técnica en asuntos productivos o el número de empleados nuevos de empresas recién

creadas o apoyadas. En el caso de infraestructura como agua, alcantarillado, electricidad o gas, donde la casa de una familia está conectada directamente a un servicio público, entonces esta familia está contada como un beneficiario directo. En el caso de capacitaciones, se considera que un hogar es beneficiado directamente cuando uno de sus miembros participa en capacitaciones, entendiendo estas como conocimientos o destrezas impartidas a través de interacciones de carácter intencional y estructurado con un plan de estudios aprobado, una certificación de asistencia y una participación mínima de 16 horas. En el caso de actividades en el tema de Capital Social, serán hogares directos, los que pertenezcan a OSC que hayan sido seleccionadas y participado en los planes de fortalecimiento organizacional producto de los resultados del ICO. Los beneficiarios que se generen de actividades relacionadas con la creación o fortalecimiento de espacios de participación ciudadana (veedurías, consejo municipal de la juventud, comités de servicios públicos, consejo territorial de planeación, juntas administradoras locales, etc.), también serán directos. Otros beneficiarios directos serán los hogares que serán atendidos por el componente de Tierras, específicamente en el levantamiento del histórico de derechos de sus predios. Los beneficiarios directos se deben registrar individualmente, por número de cédula y serán caracterizados por el instrumento diseñado para tal fin.

## **2) Beneficiarios Indirectos**

Los beneficiarios indirectos son aquellos que reciben un “beneficio en común”, un tipo de bien público, en provecho de toda la comunidad, p.e., proyectos de infraestructura social de impacto rápido, el mejoramiento de caminos, agua potable como pozos o fuentes públicas pero no conectado a la casa, un mercado, un tanque de almacenamiento etc. También son indirectas las personas que por la gestión institucional de los programas CELI, entran a hacer parte de programas gubernamentales del nivel central (ver definiciones indicadores 011 y 031) ó que participan en actividades de cobertura masiva de tipo social o político apoyadas por los programas CELI, por ejemplo brigadas, jornadas cívico militares, rendición de cuentas, empalme, socializaciones, mesas de concertación, asambleas veredales, marchas, manifestaciones, actividades culturales o deportivas, foros comunitarios, etc.

Este tipo de beneficiarios no se pueden registrar individualmente, por lo tanto serán cuantificados y su número y desagregación por sexo se deberá estimar utilizando métodos razonables.

Los criterios para el cálculo de estos beneficiarios según el tipo de proyecto se encuentran en siguiente tabla.

Cada trimestre, los programas CELI ingresarán los datos de los beneficiarios directos e indirectos en el sistema Monitor. En el caso de los beneficiarios directos se ingresarán las cédulas, así como todas las desagregaciones requeridas, de todos los beneficiarios que recibieron apoyo durante el trimestre. El sistema hará automáticamente una discriminación de cuales hogares son “nuevos” y cuales continúan recibiendo apoyo. En el caso de los beneficiarios indirectos, se ingresarán los números totales de beneficiarios desagregando por sexo y por cobertura geográfica.

Tipo de proyecto	Tipo de Beneficiario		Observaciones
	Directo	Indirecto	
<b>Infraestructura</b>			
<b>Agua</b>			
Bocatoma / desarenador / conducción		X	El proyecto beneficia el total de la población que recibe agua del
Ampliación y/o mejoramiento de planta de tratamiento de agua potable		X	El proyecto beneficia el total de la población que recibe agua del acueducto
Tanques de almacenamiento		X	El proyecto beneficia el total de la población que recibe agua del acueducto
Reposición redes de acueducto	x		Brinda servicio directo a aquellos hogares por donde se hace la
Ampliación redes de acueducto	x		Brinda servicio directo a aquellos hogares por donde se instala el
Reposición de micromedición	x		El micromedidor es instalado en cada vivienda. Permite mejoramiento en la calidad del
Ampliación de micromedición	x		El micromedidor es instalado en cada vivienda. Permite mejoramiento en la calidad del servicio
<b>Saneamiento</b>			
Reposición redes de alcantarillado	X		Brinda servicio directo a aquellos hogares por donde se hace la reposición del tramo
Ampliación redes de alcantarillado	X		Brinda servicio directo a aquellos hogares por donde se instala el
Baterías sanitarias	X		Ampliación de cobertura, servicio directo a cada vivienda
Emisario final		x	Beneficia a toda la población que descarga en el emisario
Construcción planta de tratamiento de aguas residuales	X		El proyecto beneficia el total de la población que recibe/vierte el agua a la PTAR. Sin embargo se haría en zonas rurales quedando el beneficio circunscrito a familias específicas
Mejoramiento Lavaderos Comunitarios		x	El proyecto beneficia el total de la comunidad o vereda que hace uso del servicio de lavado de ropa en un sitio adecuado para tal fin.
<b>Educación</b>			
Construcción nuevas aulas escolares.	X		Permite ampliación de cobertura
Mejoramiento o adecuación de escuelas, aulas,		x	Mejoramiento calidad del servicio, genera un bien común.

restaurantes			
Dotación de aulas y restaurantes.		x	Mejoramiento calidad del servicio, genera un bien común.
Restaurantes escolares (nuevo)		x	Permite ampliación de cobertura
Baterías sanitarias		x	Por ampliación de cobertura
Biblioteca		x	Mejoramiento calidad del servicio.
<b>Salud</b>			
Mejoramiento, Ampliación centros de salud u		x	Mejoramiento calidad del servicio
Remodelación centros de salud u hospitales		x	Mejoramiento calidad del servicio
Construcción centros de salud u hospitales	-	x	En zonas rurales nuevos hospitales/centros amplían cobertura para familias circunscritas a las
Dotaciones Centro de Salud		X	Mejoramiento calidad del servicio
<b>Otros de Infraestructura</b>			
Mejoramiento Placas Deportivas o polideportivos		X	El proyecto beneficia al total de la población residente en la vereda
Mejoramiento o adecuación de centros de acopio, beneficio y comercialización.		X	Beneficia a todos los productores de la zona.
Adecuación y mejoramiento de Muelles Fluviales		X	Benefician a toda la población ribereña.
Adecuación Puentes Colgantes		X	Benefician a toda la población de la vereda.
Canales	X		Servicio directo para hogares ubicados en el tramo del canal
Mejoramiento de vías, Puentes, pavimentación		X	Beneficia a todos los usuarios que transitan
Electrificación (redes de media y baja tensión)	x		Por ampliación de cobertura
Parques de recreación infantil o canchas		X	El proyecto beneficia al total de la población residente en la vereda
<b>Fortalecimiento Institucional/Capital Social</b>			
Planes de fortalecimiento organizativo a OSC.	X		Se reportarán hogares que pertenecen a OSC que hayan sido seleccionadas y participado en los planes de fortalecimiento organizacional producto de los

Planes de Capacitación para fortalecimiento institucional, comunicaciones, tierras, crédito y desarrollo económico.	x		Se registrarán los funcionarios públicos líderes, mujeres, jóvenes, o productores, que hayan participado mínimo en 16 horas de un plan de capacitación o asistencia técnica. Los que no cumplan con este mínimo serán indirectos.
Ampliación cobertura programas sociales y económicos del nivel central		x	Se toma la estadística oficial de beneficiarios desagregada por municipios del programa en cuestión. Solo se toma el aumento de cobertura generado por la gestión del programa CELI.
Actividades de cobertura masiva de tipo social o político.		x	Brigadas, jornadas cívico militares, rendición de cuentas, empalme, socializaciones, mesas de concertación, asambleas veredales, marchas, manifestaciones, actividades culturales, deportes, foros comunitarios, Se hará una estimación usando métodos razonables.
Creación o fortalecimiento de espacios de participación ciudadana (veedurías, consejo municipal de la juventud, comités de servicios públicos, consejo territorial)	x		Se beneficia un grupo social específico.
Comunicaciones (campañas con medios de comunicación, emisoras comunitarias)		x	Las actividades cubrirán a toda la población.
<b>Actividades Productivas</b>			
Actividades Productivas	x		Todas las actividades relacionadas con procesos productivos benefician directamente a hogares (cultivos, AT socioempresarial, crédito, cadenas productivas, comercialización, etc.) Estos hogares serán caracterizados.
<b>Tierras</b>			
Actualización Catastral		x	La actividad beneficia a todo el municipio.
Histórico de Derechos	x		Estos beneficiarios serán reportados según el instrumento diseñado por la Unidad de Restitución de Tierra que será aplicado para este proceso. Son directos porque gracias a este proceso los hogares podrán conocer la situación jurídica de su predio y la vía para ser restituidos.

## **2. Acciones para disminuir el riesgo de doble conteo de beneficiarios**

### **Beneficiarios Directos**

- Para el caso de Beneficiarios Directos los sistemas informáticos de M&E permiten saber a través de la identificación, si un beneficiario ha sido previamente registrado y beneficiado en alguno de los proyectos de los CELIs. Cuando se identifica que el beneficiario ha sido registrado, el sistema genera un informe dando cuenta de la existencia del beneficiario. En efecto, los sistemas pueden asociar un beneficiario directo a varios proyectos durante la vida del proyecto, pero sólo cuenta una vez como beneficiario directo.

### **Beneficiarios Indirectos**

- Para el caso de beneficiarios indirectos donde el riesgo de doble conteo es mayor, se trata de limitar el número de beneficiarios indirectos a áreas específicas donde se desarrollan las actividades de infraestructura.
- Por ejemplo, en el caso de CELI Norte-Sur para una obra de infraestructura en un municipio se limitan los beneficiarios a los barrios o veredas que se benefician y no a todo el conjunto del municipio. Es importante saber también que el número de beneficiarios indirectos en un municipio no podría ser mayor al total de ese municipio
- En el caso de CELI Montes, cuando se trata de obras de infraestructura que podrían beneficiar a un gran porcentaje de la población como los parques infantiles, no los están contando como beneficiarios indirectos, pues le dan prioridad a otras obras de las que pueden obtener listados detallados como escuelas, salones, restaurantes escolares, etc,
- En en caso de vías terciarias se hace el cálculo de las personas que transitan dependiendo de donde este ubicada la vía.