ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM

PERFORMANCE MONITORING PLAN

JANUARY 2012

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

ZIMBABWE AGRICULTURAL COMPETITIVENESS PROGRAM

PERFORMANCE MONITORING PLAN

Program Title:	**Zimbabwe Agricultural Competitiveness Program**
Sponsoring USAID Office:	**USAID | Zimbabwe**
Contract Number:	**EDH-I-00-05-00004-00, Task Order No. 04**
Contractor:	**DAI**
Date of Publication:	**January 2012**
Author:	**DAI and its Subcontractor Partners**

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

CONTENTS

RESULTS FRAMEWORK AND PERFORMANCE MONITORING PLAN (PMP).....1

M&E PROGRAM MANAGEMENT.....1

M&E RESPONSIBILITIES.....1

M&E METHODOLOGY.....2

ROLL-OUT AND IMPLEMENTATION OF THE ACP M&E SYSTEM WILL INVOLVE THE FOLLOWING TASKS.....2

Implement Quality Control Procedures for Data Collection.....2

Analyze Program Information and Solicit Feedback.....3

Addressing Possible Pesticide Use.....3

Monitoring the Impact of Gender on ACP Programs.....3

PERFORMANCE INDICATOR REFERENCE SHEETS.....16

TABLES AND FIGURES

TABLE

Table 1: Indicators Table 5

FIGURE

Figure 1: M&E Feedback Loop 2

RESULTS FRAMEWORK AND PERFORMANCE MONITORING PLAN (PMP)

The Agricultural Competitiveness Program (ACP) has an ambitious mandate to foster a sustainable, private sector-driven recovery in Zimbabwe's agricultural sector. ACP will concentrate on rebuilding private sector capacities for generating and engaging in a national dialogue for policy and regulatory reform to support efficient market transactions, and the market access to business service and extension services to increase competitiveness of the agro-industry sector in Zimbabwe. ACP's support will be in the form of technical assistance, trainings, and institutional strengthening. Monitoring and evaluation (M&E) will play an essential role in tracking ACP progress and evaluating its impact in an integrated manner, allowing for ongoing learning, program adjustments and discussions with USAID.

M&E PROGRAM MANAGEMENT

ACP's comprehensive M&E methodology will be based on the results framework, below, and the Performance Monitoring Plan (PMP) "Indicators Table" below which provides detailed information on proposed benchmark indicators that will be monitored to assess ongoing project performance and inform the management and planning process. In the revised PMP, we define our key concepts and explain our indicators to describe how they will add to the ACP and USAID teams' ability to monitor and evaluate program progress. The direct, objective, practical, and documented indicators being proposed (including standard USAID indicators) will assist staff in managing results and meeting project goals. The PMP is being submitted to the USAID/Harare Office for Economic Growth, for approval or revision.

M&E RESPONSIBILITIES

ACP's Chief of Party, Joe Burke, will have ultimate responsibility for the PMP and will assure full alignment between ACP's work plan, PMP and M&E systems at project start-up. ACP's M&E Specialist, Personal Sithole, will have full responsibility for overseeing the PMP once approved and updated in collaboration with USAID/Zimbabwe; and overseeing M&E operations over the life of the project.

Personal will prepare reports on project performance, assure data quality, and ensure timely data collection by project staff. Data collection will be a shared responsibility that extends to working with project beneficiaries for the gathering of critical datasets. As appropriate and under guidance from USAID /Zimbabwe, arrangements will be made with other donor projects to access economic data not readily available.

Project staff will be responsible for entering data into the central M&E system in TAMIS as part of their weekly activities and they play a critical role in gathering regular narrative feedback and success stories from program participants to complement the statistical data gathered. TAMIS will permit the timely collation of M&E information to assure proper allocation of resources against ACP's objectives, and any needed refinements to project activities for enhanced impact. M&E reports will be produced quarterly and annually to show progress against planned target.

M&E METHODOLOGY

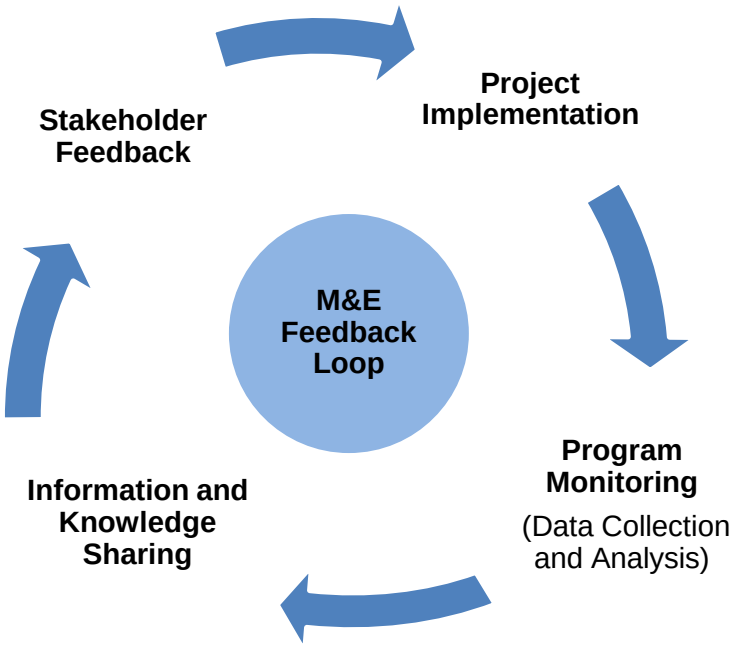
ROLL-OUT AND IMPLEMENTATION OF THE ACP M&E SYSTEM WILL INVOLVE THE FOLLOWING TASKS

Finalize the PMP with USAID/Zimbabwe to clarify the results framework as the Mission and the Office for Economic Growth update the strategic objectives and indicators. These initial steps will include identifying baseline data collection needs; selecting realistic and measurable indicators; and finalizing annual and end-of-program targets disaggregated at the ACP component level.

Develop specialized monitoring tools and data collection protocols—such as surveys —to ensure accurate data collection and verification. Data collection will be an integral part of ongoing, daily project operations. Technical staff will be constant data collectors; we will ensure that they have the necessary tools to be effective in this task without interrupting implementation activities. Occasionally, and for specialized surveys, research firms will be contracted to conduct the study.

Operationalize DAI's TAMIS M&E module to track program progress in real time and generate reports. DAI's management information system—with an in-house customized and customizable database—provides a methodology and structure that greatly facilitate organization, planning, and information sharing. Tested and refined in more than 100 DAI long-term projects, the standard TAMIS model has three integrated components: workplan management, impact and performance monitoring, and program administration. ACP TAMIS will house all program performance results data and facilitate reporting on the indicators.

FIGURE 1: M&E FEEDBACK LOOP



IMPLEMENT QUALITY CONTROL PROCEDURES FOR DATA COLLECTION

Data collection will be integrated into ongoing operations. The M&E Specialist will design the field research methodology, sampling strategy, and questionnaires in line with project objectives and M&E plan; ensure that all technical staff collecting data are consistently using proven standard procedures; and input all client survey data into an electronic database using dedicated

data builder software to minimize potential data entry mistakes.

ANALYZE PROGRAM INFORMATION AND SOLICIT FEEDBACK

The M&E Specialist will follow a rigorous quarterly schedule of data collection, analysis and dissemination throughout the life of the project. The M&E Specialist will analyze the incoming data and look for trends by gender, district, and other disaggregation. This level of review will allow ACP to properly document emerging successes and to monitor any possible lower than expected outputs or outcomes that can be addressed effectively. The M&E Specialist will disseminate comprehensive information on the status of activities and progress towards achieving targets using a variety of dissemination methods targeting different audiences:

- We will produce comprehensive quarterly M&E reports for Program managers, USAID/Zimbabwe and other stakeholders. These reports will be the basis of discussion between the COP and USAID/Zimbabwe to monitor the project progress and provide a feedback loop into activity design and modification.

- Under guidance from USAID/Zimbabwe we will also produce other materials to target a wider audience in Zimbabwe and elsewhere—such as a project website, newsletters, activity reports, success stories, and press releases—that highlight program results and learning. When appropriate, we will also, with USAID approval host public events publicizing beneficiary achievements to promote broader adoption of program innovations, and dissemination of key ACP messages.

ADDRESSING POSSIBLE PESTICIDE USE

DAI recognizes the importance of establishing plans for a Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP) if necessary. While we have the capacity and regional experience to design and implement a PERSUAP, we do not envision the need for such a plan based on our technical approach.

MONITORING THE IMPACT OF GENDER ON ACP PROGRAMS

Gender differences exist in rural Zimbabwe within the agriculture and agribusiness sectors in terms of decision-making, crop responsibility, training, labor, and staff composition in market institutions and service providers. While women constitute the majority of smallholder farmers, men tend to dominate decision-making regarding irrigation, are the main applicants and recipients of agricultural financing, receive more formal technical training, are awarded larger salaries in the labor market, and make up most farmer union participation. The situation is the same in the agribusiness sector where men tend to dominate leadership and key decision-making positions. We recognize that improving agricultural competitiveness requires the broad participation of both men and women. Our approach will be to mainstream gender into all program activities rather than targeting women for a few isolated activities. The ACP will maintain a gender balance in program staffing particularly at the interface with business enterprises/associations. Women involvement in working groups, at the secretariat, as well as in facilitating discussion forums on regulatory and market reforms, as well as in delivering training, will encourage women participation in the program. The ACP will ensure women issues are captured and included in proposed regulatory and market reforms and that program activities are adjusted to meet women's socio-economic needs. Throughout the program implementation and as part of regular monitoring and evaluation activities we will evaluate the impact of program activities on women. ACP performance indicators are disaggregated by sex where appropriate and feasible to assess how well the program is maintaining the gender balance in its activities and to assess the extent to which gender-based constraints and opportunities exist in program areas.

FIGURE 2: ZIMBABWE ACP RESULTS FRAMEWORK WITH INDICATORS

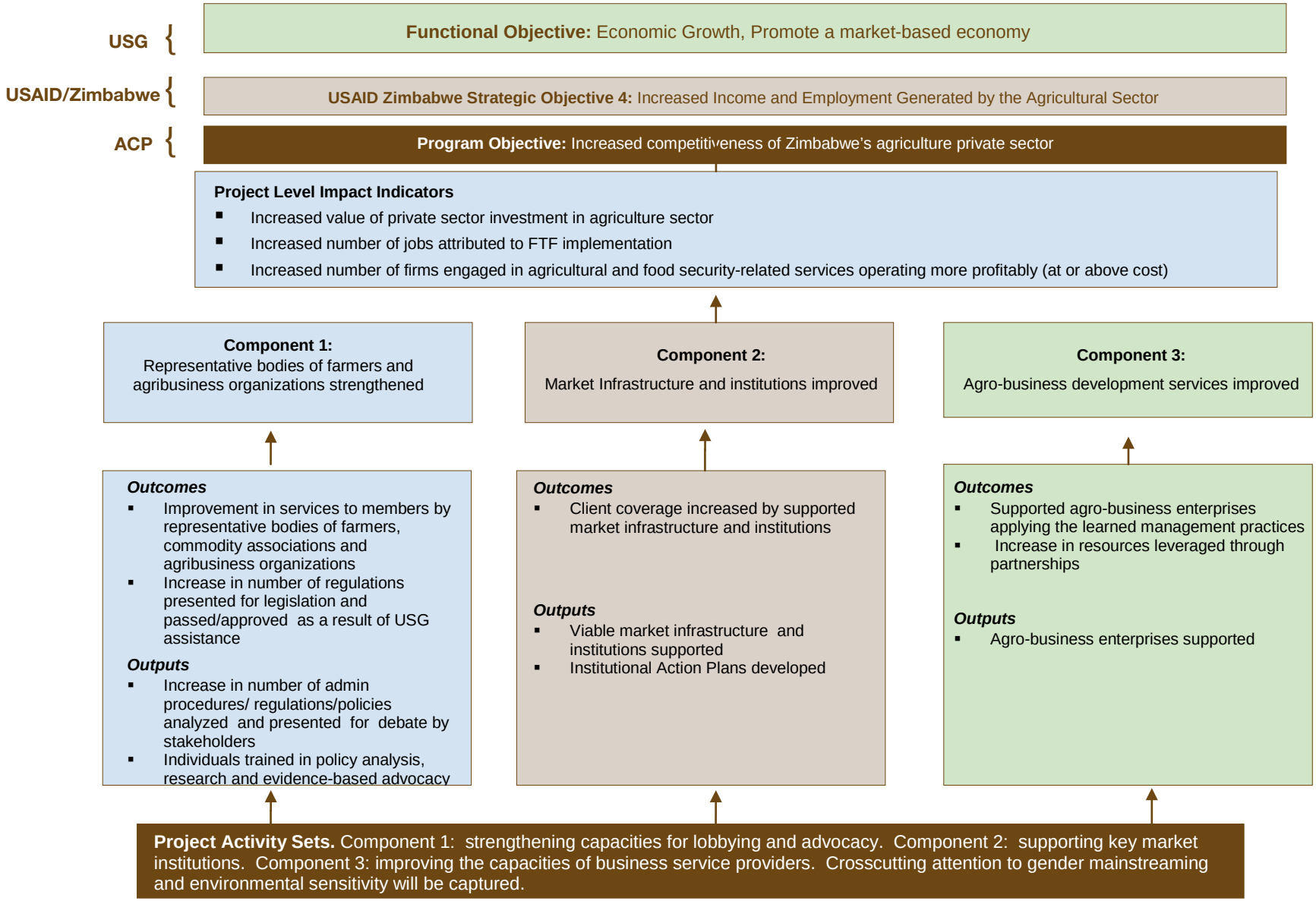


TABLE 1: INDICATORS TABLE

Illustrative Performance Indicators	Definition of Indicator	Justification/ Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
Objective: Increase competitiveness of Zimbabwe's agricultural private sector						
Project Level Impact Indicators **A number of indicators proposed in the RFP and additional indicators proposed by DAI relate to several or all of the ACP components. These high-level indicators are listed below as project level impact indicators. Further in this table, outcome and output indicators are organized by component. These include the standard USAID indicators. Comments are provided on the application of each of the indicators proposed by DAI.**						
4.5.2-38 Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	Investment is defined as any use of private sector resources intended to increase future production output or income, to improve the sustainable use of agriculture-related natural resources (soil, water, etc.), to improve water or land management, etc. The 'food chain' includes both upstream and downstream investments. 'Private sector' includes any privately-led agricultural activity managed by a for-profit formal company. A CBO or NGO resources may be included if they engage in for-profit agricultural activity. 'Leveraged by FTF implementation' indicates that the new investment was directly encouraged or facilitated by activities funded by the FTF initiative. New investment means investment made during the reporting year.	Increased investment is the predominant source of economic growth in the agricultural and other economic sectors. Private sector investment is critical because it indicates that the investment is perceived by private agents to provide a positive financial return and therefore is likely to lead to sustainable increases in agricultural production. Agricultural growth is critical to achieving the FTF goal to 'Sustainably Reduce Global Poverty and Hunger'.	$ amount	None Reported quarterly	Sample survey of supported business enterprises under component 3; survey of businesses supported under component 2; Action plan to commit to reporting every quarter for component 1 and 2.	Baseline: 0 Annual Target: FY2011 – 0 FY2012 – $1.6m FY2013 – $2.65m FY2014 – $3.70m FY2015 – $2.0m

Illustrative Performance Indicators	Definition of Indicator	Justification/ Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
4.5.2-43 Number of firms (excluding farms) or Civil Society Organizations (CSOs) engaged in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance	To measure sustainable private sector investment, we will look at profitability of applicable firms and self-sufficiency of civil society organizations (CSOs) as a marker of viability. C SOs in the case of ACP include farmers' unions, producer organizations, commodity associations and trade and business associations. Although profitability or self-sufficiency measured during the period the USG is providing assistance does not demonstrate all aspects of whether a business or a CSO will remain sustainably successful after withdrawal of USG assistance, it is certainly an important measure of its capacity to function effectively. Only the profitability of firms who are receiving USG capacity-building assistance that is intended to increase profitability or viability should be tracked. NOTE: Non-profits should be measured by two standards: 1. Operational Self-sufficiency and 2. Financial Self-sufficiency. Operational self-sufficiency is defined as the margin, positive or negative, of recurring revenues above/below operating expenses (salaries, rent, utilities, supplies, all consumables.) Financial self-sufficiency is the margin above/below of all operating expenses and amortization and depreciation of permanent assets. One would like to see civil society organizations first on a path toward operational self-sufficiency and then further on toward financial self-sufficiency. This can be measured at the individual CSO level or for a cohort of organizations	A main goal of local capacity building is to leave behind viable businesses and service providers to contribute to the economic growth of the agriculture and food-security sector. Profitability of firms and self-sufficiency of civil society organizations is one way to demonstrate that viability and sustainability of the businesses/firms/CSOs in which we invest.	Number	Disaggregated by type of entity (firm or CSO) and level of profitability: For firms, # of firms that were operating at a loss (costs>revenue) in the last business cycle before USG assistance # of firms that were already operating profitably in the business cycle, but are now operating more profitably because of USG assistance (costs<revenue) For CSOs, There are 2 phases of CSO capacity/self-sufficiency: 1. Operational self-sufficiency 2. Financial self-sufficiency Disaggregate by where in the 2 phases the CSO is during the reporting year: Reported quarterly	Sample survey of supported business enterprises under component 3; survey of businesses supported under component 2; Action plan to commit to reporting every quarter for component 1 and 2.	Baseline: 0 Annual Target: FY2011 – 0 FY2012 – 190 FY2013 – 295 FY2014 – 315 FY2015 – 315

Illustrative Performance Indicators	Definition of Indicator	Justification/ Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
4.5-2 Number of jobs attributed to FTF implementation	Jobs are all types of employment **created** during the reporting year in agriculture-related enterprises (including paid on-farm/fishery employment). Jobs lasting less than one month are not counted in order to emphasize those jobs that provide more stability through length.	This is a direct measure of improved livelihoods, as it measures creation of employment and related income	Number	Sex of job holder, location of job (urban or rural), new vs. continuing Reported quarterly	Sample survey of supported business enterprises under component 3; survey of businesses supported under component 2; Action plan to commit business to reporting every quarter for component 2.	Baseline: 0 Annual Target: FY2011 – 0 FY2012 – 500 FY2013 – 2,000 FY2014 – 5,000 FY2015 – 2,000
Component 1: Representative Bodies of Farmers and Agribusiness Organizations Have Proven Competence as Advocates for an Improved Business Environment						
Component 1 Outcome Indicators						
ACP 1.1 Improvement in services to members by representative bodies of farmers, commodity associations and agribusiness organizations	Improvement in services is measured by the increase and retention of fully subscribed members	Measures effectiveness of representative bodies in delivering member services and other support needs	Membership records	Type of organization, Sex of member Reported quarterly	Membership records; Action plan with association to include regular(can we not say quarterly) updating and reporting on membership data	Baseline: 215,841 Annual Target: FY2011 – 215,841 FY2012 – 262,500 FY2013 – 276,000 FY2014 – 290,000 FY2015 – 300,000

Illustrative Performance Indicators	Definition of Indicator	Justification/ Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
4. 5.1-24 Number of Policies/Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance in each case Stage 3: Presented for legislation/decree Stage 4: Passed/approved Stage 5: Passed for which implementation has begun	Number of agricultural enabling environment policies / regulations / administrative procedures in the areas of agricultural resource, food, market standards & regulation, public investment, natural resources or water management and climate change adaptation/mitigation as it relates to agriculture that: Stage 3: … underwent the third stage of the policy reform process (policies were presented for legislation/decree to improve the policy environment for the agriculture sector. Position papers presented to relevant authorities, such as district council, ministerial office, regulating body and industry body or bill is gazetted in the Government Gazette Stage 4: … underwent the fourth stage of the policy reform process (official approval (legislation/decree) of new or revised policy/ regulation/administrative procedure by relevant authority or approved by administrative body, industry council, or bill passed by both the House of Assembly and the Senate).	The indicator measures the number of policies / regulations / administrative procedures in the various stages of progress towards an enhanced enabling environment for agriculture whose sub-elements are specific policy sectors.	Number of policies / regulations / administrative procedures	Sector Reported quarterly	Minutes of meetings held by relevant authority which may include AMID, AMA, Parliament of Zimbabwe, Local District Council, or Industry Regulatory Authority	Baseline: 0 Stage 3: Annual Target: FY2011 – 0 FY2012 – 6 FY2013 – 8 FY2014 – 8 FY2015 – 2 Stage 4: Annual Target: FY2011 - 0 FY2012 - 2 FY2013 - 3 FY2014 - 3 FY2015 – 1 Stage 5: Annual Target: FY2011 – 0 FY2012 – 0 FY2013 – 4 FY2014 - 6 FY2015 - 0

Illustrative Performance Indicators	Definition of Indicator	Justification/ Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
	Stage 5: … completed the policy reform process (implementation of new or revised policy/ regulation/ administrative procedure by relevant authority -when position is publicly communicated e.g. national budget, new statutory instrument, administrative procedure, market standard; or signed into law by the President				Government Gazette, Formal notice, Ministerial declarations, press statements, Market Standards	
Component 1 Output Indicators						
4. 5.1-24 Number of Policies/Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance in each case Stage 1: Analyzed Stage 2: Drafted and presented for public/stakeholder consultation	Number of agricultural enabling environment policies / regulations / administrative procedures in the areas of agricultural resource, food, market standards & regulation, public investment, natural resources or water management and climate change adaptation/mitigation as it relates to agriculture that: Stage 1: Underwent the first stage of the policy reform process i.e. analysis (review of existing policy/regulation/administrative procedure and/or proposal of new policy/regulation/administrative procedures). Involves analysis of existing regulations, policies, administrative procedures, industry standards etc by technical specialists and production of an issues or white paper for stakeholder consideration	The indicator measures the number of policies / regulations / administrative procedures in the various stages of progress towards an enhanced enabling environment for agriculture whose sub-elements are specific policy sectors.	Number of policies / regulations / administrative procedures	Sector Reported quarterly	Issues paper produced by relevant body /analyzer/ affected party	Baseline: 0 Stage 1: Annual Target: FY2011 – 1 FY2012 – 15 FY2013 – 20 FY2014 – 20 FY2015 – 4

Illustrative Performance Indicators	Definition of Indicator	Justification/ Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
	Stage 2: Underwent the second stage of the policy reform process. The second stage includes public debate and/or consultation with the stakeholders on the proposed new or revised policy/ regulation/ /administrative procedure. It includes presentation of the issues papers to a broad base of stakeholders.				Minutes of meetings/public debate	Stage 2: Annual Target: FY2011 - 1 FY2012 - 12 FY2013 - 15 FY2014 - 15 FY2015 - 4
ACP 1.2 Representative bodies of farmers and agribusinesses and commodity associations participating in public forums and attending Parliamentary committee meetings	Representatives of farmers' organizations, commodity associations and agribusiness industry organizations attending meetings. Meetings and public forums include workshops, conferences and town-hall events that discuss policy issues. Attendance measured in the aggregate with a count kept of the number of meetings and public forums involved.	Points to growing capacity of representative bodies to proactively communicate members' interests in various forums	Number of meetings attended	Type of issues covered, location of meeting, sponsor of meeting Reported quarterly	Record of meetings attended	Baseline: 5 Annual Target: FY2011 – 30 FY2012 – 70 FY2013 – 85 FY2014 – 105 FY2015 – 120
ACP 1.3 Number of people trained in policy analysis, research and evidence-based advocacy	Training is through participants engaged in stakeholder driven national, sector or regional working groups on policy/ regulatory reform equipped with methodologies and processes for evidence based advocacy for an improved business environment	Measures exposure to appropriate practices in advocacy. Assumes that all participants are equipped	Number	Gender of participants, location of training, sponsor of training Reported quarterly	Training reports complemented by attendance lists	Baseline: 0 Annual Target: FY2011 – 50 FY2012 – 100 FY2013 – 120 FY2014 – 180 FY2015 – 200

Illustrative Performance Indicators	Definition of Indicator	Justification/ Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
Component 2 Indicators: Improve Market Infrastructure and Institutions						
Component 2 Outcome Indicators						
ACP 2.1 Increase in client coverage and/or customer outreach of supported institutions /associations/firms	Increase in the volume of clients and/or members served by ACP-assisted institutions/associations/firms.	Indicates value of service provided. Proxy for an improving market environment.	Number	Type of institution, location, type of service provided, type of commodity/valu e chain involved Reported quarterly	Records of re-established market institutions; Action plan to commit organization/ins titution to collect these records	Baseline: 0 Annual Target : FY2011 – 0 FY2012 – 500 FY2013 – 625 FY2014 – 780 FY2015 – 875
ACP 2.2 Number of institutions/ organizations that, as a result of USG assistance are making significant improvements	Number of institutions/ organizations making significant improvements in the areas of governance; management practice; human resources; diversity issues; financial resources; service delivery; external relations	Measures improvement in institutional capacity in agriculture. Building the capacity of local institutions is crucial to sustainable development and long lasting changes in a community.	Number of institutions/ organizations	Type of institution Reported quarterly	Milestones defining significant improvements to be included in Action Plan. Project records, rapid survey	Baseline: 0 Annual Target: FY2011 – 0 FY2012 – 3 FY2013 – 3 FY2014 – 3 FY2015 – 3
Component 2 Output Indicators						
ACP 2.3 Number of institutions/ organizations that, as a result of USG assistance are undertaking capacity/ competency strengthening	Number of institutions/ organizations undertaking capacity/ competency strengthening in the areas of governance; management practice; human resources; diversity issues; financial resources; service delivery; external relations	Measures improvement in institutional capacity in agriculture. Building the capacity of local institutions is crucial to sustainable development and long lasting changes in a community.	Number of institutions/ organizations	Type of institution Reported quarterly	Project records ; agreed action plans	Baseline: 0 Annual Target: FY2011 – 1 FY2012 – 4 FY2013 – 4 FY2014 – 4 FY2015 – 4

Illustrative Performance Indicators	Definition of Indicator	Justification/ Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
ACP 2.4 Number of institutions/ organizations that, as a result of USG assistance are undergoing capacity/competency assessment	Number of institutions/ organizations undergoing capacity/competency assessment in the areas of governance; management practice; human resources; diversity issues; financial resources; service delivery; external relations	Measures improvement in institutional capacity in agriculture. Building the capacity of local institutions is crucial to sustainable development and long lasting changes in a community.	Number of institutions/ organizations	Type of institution Reported quarterly.	Project records and reports	Baseline: 0 Annual Target: FY2011 – 2 FY2012 – 4 FY2013 – 4 FY2014 – 4 FY2015 – 4
Component 3 Indicators: Improved Agro-business Development Services, Agro-business skills and Agro-Production and Productivity						
Component 3 Outcome Indicators						
ACP 3.1 Value of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc	Partnerships involve collaborative efforts for mutual benefit. They are backed by a clear, written agreement which covers relative roles and responsibilities – financial, technical, and managerial. Contributions may be in cash or in-kind. Examples include resource contribution by training organization towards the hosting of a demand driven training of trainers course; or financial contribution by a training institution towards implementation of a business plan aimed at revamping the institution	Measures success in leveraging project resources with other parties towards the achievement of project objectives. Also enhances sustainability of project interventions and initiatives.	$ amount	Type of organization, location Reported quarterly	Project records and reports	Baseline: 0 Annual target: FY2011 – 0 FY2012 – $100,000 FY2013 – $150,000 FY2014 – $200,000 FY2015 – $150,000

Illustrative Performance Indicators	Definition of Indicator	Justification/ Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
4.5.2-42 Number of private enterprises, producer organizations, water user associations, women's groups, trade and business associations and community-based organizations that applied new technologies or management practices as a result of USG assistance	Total number of private enterprises (processors, input dealers, storage and transport companies) producer associations, cooperatives, water users associations, fishing associations, women's groups, trade and business associations and community-based organizations (CBOs) that applied new technologies or management practices in areas including management (financial, planning, human resources), member services, procurement, technical innovations (processing, storage), quality control, marketing, etc. as a result of USG assistance in this reporting year.	Tracks private sector and civil society behavior change to increase agricultural sector productivity.	Number	Type of organizations; new vs. continuing Reported quarterly	Adoption surveys	Baseline: 0 Annual Target FY2011 – 2,389 FY2012 – 4,889 FY2013 – 6,000 FY2014 – 8,500 FY2015 – 5,000
Component 3 Output Indicators						
4.5.2-11 Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	Total number of private enterprises, producers' associations, cooperatives, producers organizations, fishing associations, water users associations, women's groups, trade and business associations and community-based organizations, including those focused on natural resource management, that received USG assistance related to food security during the reporting year. This assistance includes support that aims at organization functions,	Tracks civil society capacity building that is essential to building agricultural sector productivity.	Number	Type of organizations; new vs. continuing	Baseline survey of supported enterprises; project records	Baseline: 0 Annual Target FY2011 – 2,389 FY2012 – 4,889 FY2013 – 6,000 FY2014 – 8,500 FY2015 – 5,000

Illustrative Performance Indicators	Definition of Indicator	Justification/ Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
	such as member services, storage, processing and other downstream techniques, and management, marketing and accounting. 'Organizations assisted' should only include those organizations for which implementing partners have made a targeted effort to build their capacity or enhance their organizational functions. In the case of training or assistance to farmer's association or cooperatives, individual farmers are not counted separately, but as one entity. This indicator counts the number of groups trained, e.g. a company training or association training.			System note: In the FTF Monitoring System (FTFMS), you will enter the number of each type of organization receiving assistance for your projects, and the system will aggregate the total number for this indicator across all projects. Reported quarterly		

Illustrative Performance Indicators	Definition of Indicator	Justification/ Management Utility	Unit of Measurement	Disaggregate; Collection and Reporting Frequency	Data Source	Baseline and Annual Targets
4.5.2-37 Number of micro, small and medium enterprises receiving business development services from USG assisted sources	Total number of micro (1-5) small (6-50) and medium (51-100) enterprises (parenthesis = number of employees) receiving services from FtF-supported enterprise development providers. Number of employees refers to full time-equivalent workers during the previous month. Services may include, among other things, business planning, procurement, technical support in production techniques, quality control and marketing, micro-enterprise loans, etc. Clients may be involved in agro-processing, community forestry, input suppliers, or other small businesses receiving USG assistance. Only count the MSME once per reporting year, even if multiple services are received per year.	This indicator measures directly the sub-IR of access to business development services which contributes to the IR of expanding markets and trade.	Number of SME enterprises	Sex of owner, type of enterprise (e.g. producer, input supplier, trader, output processor) size of enterprise (micro, small, medium) Reported quarterly	Project records, training reports and attendance records	Baseline: 0 Annual Target FY2011 – 2,389 FY2012 – 5,000 FY2013 – 7,500 FY2014 – 10,000 FY2015 – 5,000

PERFORMANCE INDICATOR REFERENCE SHEETS

Performance Indicator Reference Sheet 4.5.2-38			
Program Objective: Increased competitiveness of Zimbabwe's private sector			
Name of Indicator: Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation			
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015			
DESCRIPTION			
Precise Definition(s): Investment is defined as any use of private sector resources intended to increase future production output or income, to improve the sustainable use of agriculture-related natural resources (soil, water, etc.), to improve water or land management, etc. The 'food chain' includes both upstream and downstream investments. 'Private sector' includes any privately-led agricultural activity managed by a for-profit formal company. A CBO or NGO resources may be included if they engage in for-profit agricultural activity. 'Leveraged by FTF implementation' indicates that the new investment was directly encouraged or facilitated by activities funded by the FTF initiative. New investment means investment made during the reporting year.			
Unit of Measure: $ amount			
Disaggregated by: None			
Justification & Management Utility: Increased investment is the predominant source of economic growth in the agricultural and other economic sectors. Private sector investment is critical because it indicates that the investment is perceived by private agents to provide a positive financial return and therefore is likely to lead to sustainable increases in agricultural production. Agricultural growth is critical to achieving the FTF goal to 'Sustainably Reduce Global Poverty and Hunger'			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Survey of supported business enterprises under components 2 and 3; Action plan to commit association to collect data on new investment under component 1			
Data Source(s): Survey of business enterprises and discussions with associations			
Method of Acquisition by USAID: ACP quarterly reports			
Frequency & Timing of Data Acquisition by USAID: Quarterly			
Estimated Cost of Data Acquisition: $15,000			
Individual Responsible at USAID: Tina Dooley-Jones			
Individual Responsible for providing data to USAID: ACP COP Joseph Burke			
Location of data storage: ACP Database			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: April 2011			
Known Data Limitations and Significance (if any): Nil			
Actions Taken or Planned to Address Data Limitations: None			
Date of Future Data Quality Assessments: March 2012			
Procedures for Future Data Quality Assessments: Ensure system is in place to collect the relevant data			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: The M&E unit will analyze the data for quarter 2 and 3. A research agency will collect and analyze the survey data for the fourth quarter.			
Presentation of Data: Collate the value of investment collected from individual business			
Review of Data: The ACP team will review the data			
Reporting of Data: The data will be reported in quarterly reports to USAID by the ACP			
OTHER NOTES			
Notes on Baselines/Targets: **No baseline data will be collected on this indicator. The first set of data will be collected end of March 2012 for the year 2, second quarterly report**			
PERFORMANCE INDICATOR VALUES			
Year	**Target**	**Actual**	**Notes**
FY2011	**0**	**0**	
FY2012	**$1.6m**	**To be determined**	

FY2013	**$2.65m**	**To be determined**	
FY2014	**$3.7m**	**To be determined**	
FY2015	**$2.0m**	**To be determined**	
THIS SHEET LAST UPDATED ON: January 2012			

Performance Indicator Reference Sheet 4.5.2-43
Program Objective: Increased competitiveness of Zimbabwe's private sector
Name of Indicator: Number of firms (excluding farms) or Civil Society Organizations (CSOs) engaged in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015
DESCRIPTION
Precise Definition(s): To measure sustainable private sector investment, we will look at profitability of applicable firms and self-sufficiency of civil society organizations (CSOs) as a marker of viability. C SOs in the case of ACP includes farmers' unions, producer organizations, commodity associations and trade and business associations. Only the profitability of firms who are receiving USG capacity-building assistance that is intended to increase profitability or viability should be tracked.
Unit of Measure: Number
Disaggregated by: Type of entity (firm or CSO) and level of profitability
Justification & Management Utility: A main goal of local capacity building is to leave behind viable businesses and service providers to contribute to the economic growth of the agriculture and food-security sector. Profitability of firms and self-sufficiency of civil society organizations is one way to demonstrate viability and sustainability of the businesses/firms/CSOs in which we invest.
PLAN FOR DATA ACQUISITION
Data Collection Method: Survey of supported business enterprises under components 2 and 3; Action plans will commit associations to report on their operational and financial performance under component 1.
Data Source(s): Records of operational and financial performance of business enterprises and CSOs
Method of Acquisition by USAID: ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID: Quarterly
Estimated Cost of Data Acquisition: $15,000
Individual Responsible at USAID: Tina Dooley-Jones
Individual Responsible for providing data to USAID: ACP COP Joseph Burke
Location of data storage: ACP Database
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: April 2011
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: March 2012
Procedures for Future Data Quality Assessments: Ensure system is in place to collect the relevant data
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: The M&E unit will analyze the data for quarter 2 and 3. A survey agency will collect and analyze the survey data for the fourth quarter. The first set of data will comprise a baseline and is expected on first encounter with the business enterprise
Presentation of Data: Tables, graphs
Review of Data: The ACP team will review the data and present it in reports
Reporting of Data: The data will be reported in quarterly reports to USAID by the ACP
OTHER NOTES
Notes on Baselines/Targets: **Baseline data will be collected at business enterprise assessment for Component 2 businesses and during training, for Component 3 businesses**
PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
FY2011	**0**	**0**	

FY2012	**190**	**To be determined**	
FY2013	**295**	**To be determined**	
FY2014	**315**	**To be determined**	
FY2015	**315**	**To be determined**	
THIS SHEET LAST UPDATED ON: January 2012			

Performance Indicator Reference Sheet 4.5.2
Program Objective: Increased competitiveness of Zimbabwe's private sector
Name of Indicator: Number of jobs attributed to FTF implementation
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015
DESCRIPTION
Precise Definition(s): Jobs are all types of employment **created** during the reporting year in agriculture-related enterprises (including paid on-farm/fishery employment). Jobs lasting less than one month are not counted in order to emphasize those jobs that provide more stability through length.
Unit of Measure: Number
Disaggregated by: Sex of job holder, location of job, new vs. continuing
Justification & Management Utility: This is a direct measure of improved livelihoods, as it measures creation of employment and related income
PLAN FOR DATA ACQUISITION
Data Collection Method: Survey of supported business enterprises under components 2 and 3
Data Source(s): Business enterprise payroll records
Method of Acquisition by USAID: ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID: Quarterly
Estimated Cost of Data Acquisition: $15,000
Individual Responsible at USAID: Tina Dooley-Jones
Individual Responsible for providing data to USAID: ACP COP Joseph Burke
Location of data storage: ACP Database
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: April 2011
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: Ensure system is in place to collect the relevant data
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING
Data Analysis: The M&E unit will analyze the data for quarter s 1, 2 and 3. A survey agency will collect and analyze the survey data for the fourth quarter. The first set of data will comprise a baseline and is expected on first encounter with the business enterprise
Presentation of Data: Tables, graphs
Review of Data: The ACP team will review the data and present it in reports
Reporting of Data: The data will be reported in quarterly reports to USAID by the ACP
OTHER NOTES
Notes on Baselines/Targets: **Baseline data will be collected at business enterprise assessment for Component 2 businesses and during training, for Component 3 businesses**
PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
FY2011	**0**	**0**	**No increase anticipated**
FY2012	**500**	**To be determined**	
FY2013	**2,000**	**To be determined**	
FY2014	**5,000**	**To be determined**	
FY2015	**2,000**	**To be determined**	

THIS SHEET LAST UPDATED ON: January 2012

Performance Indicator Reference Sheet ACP1.1			
Program Objective: Increased competitiveness of Zimbabwe's private sector			
Name of Indicator: Improvement in services to members by representative bodies of farmers and agribusiness organizations			
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015			
DESCRIPTION			
Precise Definition(s): Improvement in services is measured by the increase and retention of fully subscribed members			
Unit of Measure: Membership records			
Disaggregated by: Type of organization, sex of member			
Justification & Management Utility: Measures effectiveness of representative bodies in delivering member services and other support needs			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Membership records of organizations			
Data Source(s): Membership records			
Method of Acquisition by USAID: ACP quarterly reports			
Frequency & Timing of Data Acquisition by USAID: Quarterly			
Estimated Cost of Data Acquisition: Negligible			
Individual Responsible at USAID: Tina Dooley-Jones			
Individual Responsible for providing data to USAID: ACP COP Joseph Burke			
Location of data storage: ACP Database			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: April 2011			
Known Data Limitations and Significance (if any): TBD			
Actions Taken or Planned to Address Data Limitations: TBD			
Date of Future Data Quality Assessments: TBD			
Procedures for Future Data Quality Assessments: Conduct spot checks to observe recording and maintenance of membership records			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: The M&E unit will aggregate data on the indicator from membership records			
Presentation of Data: Tables, graphs			
Review of Data: The ACP team will review the data			
Reporting of Data: The data will be reported in quarterly reports to USAID by the ACP			
OTHER NOTES			
Notes on Baselines/Targets: Baseline data collected during the capacity assessment of ZFU (170,000), ZCFU (2,700), CFU (126), DOHOPA (100), HPC (147), LMAC (53), MAPA (265), ZPSSA (450), FCPA (30,000), FACHIG (12,000)			
PERFORMANCE INDICATOR VALUES			
Year	**Target**	**Actual**	**Notes**
FY2011	**250,000**	**215,841**	**Paid-up members**
FY2012	**262,500**	**To be determined**	
FY2013	**276,000**	**To be determined**	
FY2014	**290,000**	**To be determined**	
FY2015	**300,000**	**To be determined**	
THIS SHEET LAST UPDATED ON: January 2012			

Performance Indicator Reference Sheet 4.5.1-24
Program Objective: Increased competitiveness of Zimbabwe's private sector
Name of Indicator: Number of policies/regulations/ administrative procedures in each of the following stages of development as a result of USG assistance in each case: 1: Analyzed, 2: Drafted and presented for public/stakeholder consultation, 3: Presented for legislation/decree; 4: Passed/approved, 5: Passed for which implementation has begun
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015
DESCRIPTION
Precise Definition(s): Number of agricultural enabling environment policies / regulations / administrative procedures in the areas of agricultural resource, food, market standards & regulation, public investment, natural resources or water management and climate change adaptation/mitigation as it relates to agriculture that: **Stage 1:** … underwent the first stage of the policy reform process i.e. analysis (review of existing policy/regulation/administrative procedure and/or proposal of new policy/regulation/administrative procedures). Involves analysis of existing regulations, policies, administrative procedures, industry standards etc by technical specialists and production of an issues or white paper for stakeholder consideration **Stage 2:** … underwent the second stage of the policy reform process. The second stage includes public debate and/or consultation with the stakeholders on the proposed new or revised policy/ regulation/ /administrative procedure. It includes presentation of the issues papers to a broad base of stakeholders **Stage 3:** … underwent the third stage of the policy reform process (policies were presented for legislation/decree to improve the policy environment for the agriculture sector. Position papers presented to relevant authorities, such as district council, ministerial office, regulating body and industry body or bill is gazetted in the Government Gazette **Stage 4:** … underwent the fourth stage of the policy reform process (official approval (legislation/decree) of new or revised policy/ regulation/administrative procedure by relevant authority or approved by administrative body, industry council, or bill passed by both the House of Assembly and the Senate). **Stage 5:** … completed the policy reform process (implementation of new or revised policy/ regulation/ administrative procedure by relevant authority -when position is publicly communicated e.g. national budget, new statutory instrument, administrative procedure, market standard; or signed into law by the President
Unit of Measure: Number of policies / regulations / administrative procedures
Disaggregated by: Sector
Justification & Management Utility: The indicator measures the number of policies / regulations / administrative procedures presented for legislation/decree, which is an advanced stage of progress towards an enhanced enabling environment for agriculture
PLAN FOR DATA ACQUISITION
Data Collection Method: Read minutes of meetings held by relevant authority which may include Ministry of Agriculture, Agriculture Marketing Authority and or Parliament of Zimbabwe
Data Source(s): Minutes of meetings held by relevant authority which may include Ministry of Agriculture, Agriculture Marketing Authority and or Parliament of Zimbabwe
Method of Acquisition by USAID: ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID: Quarterly
Estimated Cost of Data Acquisition: Negligible
Individual Responsible at USAID: Tina Dooley-Jones
Individual Responsible for providing data to USAID: ACP COP Joseph Burke
Location of data storage: ACP Database
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: April 2011
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: Sit-in during some working group proceedings
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: The M&E unit will aggregate data on the indicator

Presentation of Data: Tables, graphs											
Review of Data: The ACP team will review the data											
Reporting of Data: The data will be reported in quarterly reports to USAID by the ACP											
OTHER NOTES											
Notes on Baselines/Targets: The first set of data will be collected when analysis of reforms/regulations/administrative procedures starts											
PERFORMANCE INDICATOR VALUES											
Year	**Target**					**Actual**					**Notes**
	Analyzed	**Drafted and presented for public debate**	**Presented for legislation/decree**	**Passed/approved**	**Passed for which implementation has begun**	**Analyzed**	**Drafted and presented for public debate**	**Presented for legislation/decree**	**Passed/approved**	**Passed for which implementation has begun**	
FY2011	**1**	**1**	**0**	**0**	**0**	**1**	**1**	**0**	**0**	**0**	
FY2012	**15**	**12**	**6**	**2**	**0**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	
FY2013	**20**	**15**	**8**	**3**	**4**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	
FY2014	**20**	**15**	**8**	**3**	**6**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	
FY2015	**4**	**4**	**2**	**1**	**0**	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**	
THIS SHEET LAST UPDATED ON: January 2012											

Performance Indicator Reference Sheet ACP 1.2			
Program Objective: Increased competitiveness of Zimbabwe's private sector			
Name of Indicator: Representative bodies of farmers and agribusinesses and commodity associations participating in public forums and attending Parliamentary committee meetings			
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015			
DESCRIPTION			
Precise Definition(s): Representatives of farmers' organizations, commodity associations and agribusiness industry organizations attending meetings. Meetings and public forums include workshops, conferences and town-hall events that discuss policy issues.			
Unit of Measure: Number of meetings/public forums attended			
Disaggregated by: Type of issues covered, location of meeting, sponsor of meeting			
Justification & Management Utility: Points to growing capacity of representative bodies to proactively communicate members' interests in various forums			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Access records of meetings kept by secretariate of the representative bodies			
Data Source(s): Records kept by secretariate of the representative bodies			
Method of Acquisition by USAID: ACP quarterly reports			
Frequency & Timing of Data Acquisition by USAID: Quarterly			
Estimated Cost of Data Acquisition: Negligible			
Individual Responsible at USAID: Tina Dooley-Jones			
Individual Responsible for providing data to USAID: ACP COP Joseph Burke			
Location of data storage: ACP Database			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: April 2011			
Known Data Limitations and Significance (if any): TBD			
Actions Taken or Planned to Address Data Limitations: TBD			
Date of Future Data Quality Assessments: TBD			
Procedures for Future Data Quality Assessments: Conduct spot checks to check attendance of public events. Also access report of meeting attended			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: The M&E unit will aggregate data on the indicator from project records			
Presentation of Data: Tables, graphs			
Review of Data: The ACP team will review the data			
Reporting of Data: The data will be reported in quarterly and annual reports to USAID by the ACP			
OTHER NOTES			
Notes on Baselines/Targets: **Nil**			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
FY2011	**30**	**14**	
FY2012	**70**	**To be determined**	
FY2013	**85**	**To be determined**	
FY2014	**105**	**To be determined**	
FY2015	**120**	**To be determined**	
THIS SHEET LAST UPDATED ON: January 2012			

Performance Indicator Reference Sheet ACP1.3
Program Objective: Increased competitiveness of Zimbabwe's private sector
Name of Indicator: Number of people trained in policy analysis, research and evidence-based advocacy
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015
DESCRIPTION
Precise Definition(s): Training is through participants engaged in stakeholder driven national, sector or regional working groups on policy/regulatory reform equipped with methodologies and processes for evidence based advocacy
Unit of Measure: Number
Disaggregated by: Sex of participants, location of training
Justification & Management Utility: Measures exposure to appropriate practices in advocacy. Assumes that all participants are equipped
PLAN FOR DATA ACQUISITION
Data Collection Method: Project records
Data Source(s): Attendance records of training
Method of Acquisition by USAID: ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID: Quarterly
Estimated Cost of Data Acquisition: Negligible
Individual Responsible at USAID: Tina Dooley-Jones
Individual Responsible for providing data to USAID: ACP COP Joseph Burke
Location of data storage: ACP Database
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: April 2011
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: Conduct spot checks to observe completion of attendance registers during training
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: The M&E unit
Presentation of Data: Tables and graphs
Review of Data: The ACP team will review the data
Reporting of Data: The data will be reported in quarterly and annual reports to USAID by the ACP
OTHER NOTES
Notes on Baselines/Targets: **The first data set was collected in April 2011 when working group sessions and discussion forums started**
PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
FY2011	**50**	**72**	
FY2012	**100**	**To be determined**	
FY2013	**120**	**To be determined**	
FY2014	**180**	**To be determined**	
FY2015	**200**	**To be determined**	

THIS SHEET LAST UPDATED ON: January 2012

Performance Indicator Reference Sheet ACP2.1
Program Objective: Increased competitiveness of Zimbabwe's private sector
Name of Indicator: Increase in client coverage and/or customer outreach of supported institutions
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015
DESCRIPTION
Precise Definition(s): Increase in volume of clients and/or members served by ACP-assisted institutions
Unit of Measure: Number
Disaggregated by: Type of institution/organization, location, type of service provided
Justification & Management Utility: Indicates value of service provided. Proxy for an improving market environment
PLAN FOR DATA ACQUISITION
Data Collection Method: Access records of client volumes kept by business enterprises
Data Source(s): Institution/organization client records
Method of Acquisition by USAID: ACP quarterly reports
Frequency & Timing of Data Acquisition by USAID: Quarterly
Estimated Cost of Data Acquisition: Negligible
Individual Responsible at USAID: Tina Dooley-Jones
Individual Responsible for providing data to USAID: ACP COP Joseph Burke
Location of data storage: ACP Database
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: April 2011
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: Conduct random check on institution/organization client records
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: The M&E unit
Presentation of Data: Tables and graphs
Review of Data: The Zim-ACP team will review the data
Reporting of Data: The data will be reported in quarterly reports to USAID by the Zim-ACP
OTHER NOTES
Notes on Baselines/Targets: **Data on client coverage will be collected for every institution benefiting from Zim-ACP support at the start of the interaction/technical assistance**

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
FY2011	**0**	**0**	
FY2012	**500**	**To be determined**	
FY2013	**625**	**To be determined**	
FY2014	**780**	**To be determined**	
FY2015	**875**	**To be determined**	

THIS SHEET LAST UPDATED ON: January 2012

Performance Indicator Reference Sheet ACP2.2			
Program Objective: Increased competitiveness of Zimbabwe's private sector			
Name of Indicator: Number of institutions/organizations that, as a result of USG assistance are making significant improvements			
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015			
DESCRIPTION			
Precise Definition(s): Number of institutions/ organizations making significant improvements in the areas of governance; management practice; human resources; diversity issues; financial resources; service delivery; external relations			
Unit of Measure: Number of institutions/organizations			
Disaggregated by: Type of institution			
Justification & Management Utility: Measures improvement in institutional capacity in agriculture. Building the capacity of local institutions is crucial to sustainable development and long lasting changes in a community			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Assessment of institution			
Data Source(s): Quarterly assessment of institutions/organization's compliance with milestones in action plan			
Method of Acquisition by USAID: ACP quarterly reports			
Frequency & Timing of Data Acquisition by USAID: Quarterly			
Estimated Cost of Data Acquisition: Negligible			
Individual Responsible at USAID: Tina Dooley-Jones			
Individual Responsible for providing data to USAID: ACP COP Joseph Burke			
Location of data storage: ACP Database			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: April 2011			
Known Data Limitations and Significance (if any): TBD			
Actions Taken or Planned to Address Data Limitations: TBD			
Date of Future Data Quality Assessments: TBD			
Procedures for Future Data Quality Assessments: Institution/organization assessment to be conducted by ACP staff with the aid of a checklist			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: The M&E unit			
Presentation of Data: Number of institutions			
Review of Data: The ACP team will review the data with guidance from the M&E unit			
Reporting of Data: The data will be reported in quarterly reports to USAID by ACP			
OTHER NOTES			
Notes on Baselines/Targets: **No baseline data will be collected on this indicator at the start of the program. The first data set will be collected when supported institutions/organizations are expected to have adopted recommended operation and management systems**			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
FY2011	**0**	**0**	
FY2012	**3**	**To be determined**	
FY2013	**3**	**To be determined**	
FY2014	**3**	**To be determined**	
FY2015	**3**	**To be determined**	
THIS SHEET LAST UPDATED ON: January 2012			

Performance Indicator Reference Sheet ACP2.3			
Program Objective: Increased competitiveness of Zimbabwe's private sector			
Name of Indicator: Number of institutions/organizations that, as a result of USG assistance are undertaking capacity/ competency strengthening			
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015			
DESCRIPTION			
Precise Definition(s): Number of institutions/ organizations undertaking capacity/ competency strengthening in the areas of governance; management practice; human resources; diversity issues; financial resources; service delivery; external relations			
Unit of Measure: Number of institutions/organizations			
Disaggregated by: Type of institution			
Justification & Management Utility: Measures improvement in institutional capacity in agriculture. Building the capacity of local institutions is crucial to sustainable development and long lasting changes in a community			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Project records			
Data Source(s): Project records of ongoing technical assistance to organization			
Method of Acquisition by USAID: ACP quarterly reports			
Frequency & Timing of Data Acquisition by USAID: Quarterly			
Estimated Cost of Data Acquisition: Negligible			
Individual Responsible at USAID: Tina Dooley-Jones			
Individual Responsible for providing data to USAID: ACP COP Joseph Burke			
Location of data storage: ACP Database			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: April 2011			
Known Data Limitations and Significance (if any): TBD			
Actions Taken or Planned to Address Data Limitations: TBD			
Date of Future Data Quality Assessments: TBD			
Procedures for Future Data Quality Assessments: Conduct spot checks on supported organization/institutions			
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING			
Data Analysis: The M&E unit			
Presentation of Data: List of institutions/organizations receiving technical assistance			
Review of Data: The ACP team will review the data			
Reporting of Data: The data will be reported in quarterly and annual reports to USAID by the ACP			
OTHER NOTES			
Notes on Baselines/Targets: **No baseline data will be collected on this indicator at the start of the program. The first data set will be collected when support to institutions starts**			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
FY2011	**1**	**0**	
FY2012	**4**	**To be determined**	
FY2013	**4**	**To be determined**	
FY2014	**4**	**To be determined**	
FY2015	**4**	**To be determined**	
THIS SHEET LAST UPDATED ON: January 2012			

Performance Indicator Reference Sheet ACP2.4			
Program Objective: Increased competitiveness of Zimbabwe's private sector			
Name of Indicator: Number of institutions/organizations that, as a result of USG assistance are undergoing capacity/competency assessment			
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015			
DESCRIPTION			
Precise Definition(s): Number of institutions/ organizations undergoing capacity/competency assessment in the areas of governance; management practice; human resources; diversity issues; financial resources; service delivery; external relations			
Unit of Measure: Number			
Disaggregated by: Type of institution			
Justification & Management Utility: Measures improvement in institutional capacity in agriculture. Building the capacity of local institutions is crucial to sustainable development and long lasting changes in a community			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Project records			
Data Source(s): Project records			
Method of Acquisition by USAID: ACP quarterly reports			
Frequency & Timing of Data Acquisition by USAID: quarterly			
Estimated Cost of Data Acquisition: Negligible			
Individual Responsible at USAID: Tina Dooley-Jones			
Individual Responsible for providing data to USAID: ACP COP Joseph Burke			
Location of data storage: ACP Database			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: April 2011			
Known Data Limitations and Significance (if any): TBD			
Actions Taken or Planned to Address Data Limitations: TBD			
Date of Future Data Quality Assessments: TBD			
Procedures for Future Data Quality Assessments: Existence of assessment report plus institutional action plans			
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING			
Data Analysis: The M&E unit			
Presentation of Data: List of organizations/institutions			
Review of Data: The ACP team will review the data			
Reporting of Data: The data will be reported in quarterly reports to USAID by the ACP			
OTHER NOTES			
Notes on Baselines/Targets**: No baseline data will be collected on this indicator at the start of the program. The first data set will be collected when market institutional capacity assessments take place**			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
FY2011	**2**	**0**	
FY2012	**4**	**To be determined**	
FY2013	**4**	**To be determined**	
FY2014	**4**	**To be determined**	
FY2015	**4**	**To be determined**	
THIS SHEET LAST UPDATED ON: January 2012			

Performance Indicator Reference Sheet ACP3.1			
Program Objective: Increased competitiveness of Zimbabwe's private sector			
Name of Indicator: Value of resources leveraged through partnerships with agribusinesses, agribusiness service providers, NGOs etc			
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015			
DESCRIPTION			
Precise Definition(s): Partnerships involve collaborative efforts for mutual benefit. They are backed by a clear, written agreement which covers relative roles and responsibilities – financial, technical and managerial. Examples include resource contribution by training organization towards the hosting of a demand driven training of trainers course; or financial contribution by a training institution towards implementation of a business plan aimed at revamping the institution			
Unit of Measure: $ amount			
Disaggregated by: Type of organization, location			
Justification & Management Utility: Measures success in leveraging project resources with other parties towards the achievement of project objectives. A measure of sustainability of project interventions and initiatives			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Project records			
Data Source(s): Business organization/institutional records			
Method of Acquisition by USAID: ACP quarterly reports			
Frequency & Timing of Data Acquisition by USAID: Quarterly			
Estimated Cost of Data Acquisition: Negligible			
Individual Responsible at USAID: Tina Dooley-Jones			
Individual Responsible for providing data to USAID: ACP COP Joseph Burke			
Location of data storage: ACP Database			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: April 2011			
Known Data Limitations and Significance (if any): TBD			
Actions Taken or Planned to Address Data Limitations: TBD			
Date of Future Data Quality Assessments: TBD			
Procedures for Future Data Quality Assessments: Assess financial records of organization/institution			
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING			
Data Analysis: The M&E unit will analyze the data on the indicator			
Presentation of Data: Tables, graphs			
Review of Data: The ACP team will review the data with guidance from the M&E unit			
Reporting of Data: The data will be reported in quarterly reports to USAID by the ACP			
OTHER NOTES			
Notes on Baselines/Targets: **Data on value of resources leveraged through partnerships will be collected for every business enterprise benefiting from ACP support during institutional/organizational capacity assessment**			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
FY2011	**0**	**0**	
FY2012	**$100,000**	**To be determined**	
FY2013	**$150,000**	**To be determined**	
FY2014	**$200,000**	**To be determined**	
FY2015	**$150,000**	**To be determined**	
THIS SHEET LAST UPDATED ON: January 2012			

Performance Indicator Reference Sheet 4.5.2-42			
Program Objective: Increased competitiveness of Zimbabwe's private sector			
Name of Indicator: Number of private enterprises, producer organizations, women's groups, trade and business associations and community-based organizations that applied new technologies or management practices as a result of USG assistance			
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015			
DESCRIPTION			
Precise Definition(s): Total number of private enterprises, producer associations, cooperatives, women's groups, trade and business associations and community-based organizations (CBOs) that applied new technologies or management practices in areas including management, member services, procurement, technical innovations, quality control, marketing, etc. as a result of USG assistance in this reporting year			
Unit of Measure: Number of enterprises, organizations/associations			
Disaggregated by: Type of organization			
Justification & Management Utility: Tracks private sector and civil society behavior change to increase agricultural sector productivity.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Adoption survey			
Data Source(s): Survey of business enterprises			
Method of Acquisition by USAID: ACP quarterly reports			
Frequency & Timing of Data Acquisition by USAID: Quarterly			
Estimated Cost of Data Acquisition: $5,000			
Individual Responsible at USAID: Tina Dooley-Jones			
Individual Responsible for providing data to USAID: ACP COP Joseph Burke			
Location of data storage: ACP Database			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: April 2011			
Known Data Limitations and Significance (if any): TBD			
Actions Taken or Planned to Address Data Limitations: TBD			
Date of Future Data Quality Assessments: TBD			
Procedures for Future Data Quality Assessments: Ensure system is in place to collect the relevant data			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: The M&E unit will analyze the data for quarter 2 and 3. A survey agency will collect and analyze the survey data for the fourth quarter. The first set of data will comprise a baseline and is expected on first encounter with the business enterprise			
Presentation of Data: Tables, graphs			
Review of Data: The ACP team will review the data as presented in the survey report			
Reporting of Data: The data will be reported in quarterly reports to USAID by the ACP			
OTHER NOTES			
Notes on Baselines/Targets: **No baseline data will be collected on this indicator at the start of the program. The first data set for this indicator will be collected in September 2011 when technical support to enterprises has started**			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
FY2011	**500**	**1,510**	
FY2012	**2,500**	**To be determined**	
FY2013	**5,000**	**To be determined**	
FY2014	**5,000**	**To be determined**	
FY2015	**2,500**	**To be determined**	
THIS SHEET LAST UPDATED ON: January 2012			

Performance Indicator Reference Sheet 4.5.2-11			
Program Objective: Increased competitiveness of Zimbabwe's private sector			
Name of Indicator: Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance			
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015			
DESCRIPTION			
Precise Definition(s): Total number of private enterprises, producers' associations, cooperatives, producers organizations, fishing associations, water users associations, women's groups, trade and business associations and community-based organizations, including those focused on natural resource management, that received USG assistance related to food security during the reporting year. This assistance includes support that aims at organization functions, such as member services, storage, processing and other downstream techniques, and management, marketing and accounting. 'Organizations assisted' should only include those organizations for which implementing partners have made a targeted effort to build their capacity or enhance their organizational functions. In the case of training or assistance to farmer's association or cooperatives, individual farmers are not counted separately, but as one entity.			
Unit of Measure: Number of enterprises/organization			
Disaggregated by: Type/size of enterprise; sex of owner; new vs. continuing			
Justification & Management Utility: Tracks civil society capacity building that is essential to building agricultural sector productivity.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Training registers			
Data Source(s): Training registers			
Method of Acquisition by USAID: ACP quarterly and annual reports			
Frequency & Timing of Data Acquisition by USAID: Quarterly			
Estimated Cost of Data Acquisition: Negligible			
Individual Responsible at USAID: Tina Dooley-Jones			
Individual Responsible for providing data to USAID: ACP COP Joseph Burke			
Location of data storage: ACP Database			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: April 2011			
Known Data Limitations and Significance (if any): TBD			
Actions Taken or Planned to Address Data Limitations: TBD			
Date of Future Data Quality Assessments: TBD			
Procedures for Future Data Quality Assessments: Spot checks on completion of attendance register at training venues			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: The M&E unit			
Presentation of Data: Tables, graphs			
Review of Data: The ACP team will review the data with guidance from the M&E unit			
Reporting of Data: The data will be reported in quarterly and annual reports to USAID by the ACP			
OTHER NOTES			
Notes on Baselines/Targets: **No baseline data will be collected on this indicator at the start of the program. The first data set will be collected when support to enterprises starts**			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
FY2011	**1,000**	**2,389**	
FY2012	**4,889**	**To be determined**	

FY2013	**6,000**	**To be determined**	
FY2014	**8,500**	**To be determined**	
FY2015	**5,000**	**To be determined**	
THIS SHEET LAST UPDATED ON: January 2012			

Performance Indicator Reference Sheet 4.5.2-37
Program Objective: Increased competitiveness of Zimbabwe's private sector
Name of Indicator: Number of micro, small and medium enterprises receiving business development services from USG assisted sources
Is this an Annual Report Indicator? No____ Yes __X__, for Reporting Year (s) 2011 to 2015
DESCRIPTION
Precise Definition(s): Total number of micro (1-5) small (6-50) and medium (51-100) enterprises (parenthesis = number of employees) receiving services from FtF-supported enterprise development providers. Number of employees refers to full time-equivalent workers during the previous month. Services may include, among other things, business planning, procurement, technical support in production techniques, quality control and marketing, micro-enterprise loans, etc. . Clients may be involved in agro-processing, community forestry, input suppliers, or other small businesses receiving USG assistance. Only count the MSME once per reporting year, even if multiple services are received per year.
Unit of Measure: Number of enterprises/organizations
Disaggregated by: Type/size of enterprise; sex of owner
Justification & Management Utility: This indicator measures directly the sub-IR of access to business development services which contributes to the IR of expanding markets and trade.
PLAN FOR DATA ACQUISITION
Data Collection Method: Training registers
Data Source(s): Training registers
Method of Acquisition by USAID: ACP quarterly and annual reports
Frequency & Timing of Data Acquisition by USAID: Quarterly
Estimated Cost of Data Acquisition: Negligible
Individual Responsible at USAID: Tina Dooley-Jones
Individual Responsible for providing data to USAID: ACP COP Joseph Burke
Location of data storage: ACP Database
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: April 2011
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: Spot checks on completion of attendance register at training venues
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: The M&E unit
Presentation of Data: Tables, graphs
Review of Data: The ACP team will review the data with guidance from the M&E unit
Reporting of Data: The data will be reported in quarterly and annual reports to USAID by the ACP
OTHER NOTES
Notes on Baselines/Targets: **No baseline data will be collected on this indicator at the start of the program. The first data set will be collected when support to enterprises starts**

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
FY2011	**1,000**	**2,389**	
FY2012	**5,000**	**To be determined**	
FY2013	**7,500**	**To be determined**	
FY2014	**10,000**	**To be determined**	
FY2015	**5,000**	**To be determined**	

THIS SHEET LAST UPDATED ON: January 2012