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AFGHANISTAN

AGRICULTURAL CREDIT ENHANCEMENT (ACE) PROGRAM

PERFORMANCE MONITORING PLAN (PMP)

NOVEMBER 15, 2010

FINAL DRAFT



Photo: Bashir Ahmad Spice Processing Company located in Mazar-e-Sharif is one of the many agribusinesses interested in ACE/ADF loans for purchase of modern equipment and raw materials.

Agricultural Credit Enhancement Project PMP

FINAL DRAFT

Program Title: Agricultural Credit Enhancement Program

Contract Number: EDH-I-00-05-00004-00

Contractor: Development Alternatives, Inc.

Date of Submission: November 15, 2010

Contracts Officer Technical Representative: Brian Fahey

Contracting Officer: Camille Garcia

Chief of Party: Juan M. Estrada-Valle

This draft is the result of several iterations between Development Alternatives, Inc. and USAID Mission in Afghanistan between the period of September 9, and November 15, 2010

Table of Contents

1. Introduction and Overview of the ACE Program	4
2. Purpose and Characteristics of the PMP	4
3. Elements of the PMP	5
3.1 ACE Results Framework	6
3.2 ACE Performance Indicators	13
3.3 Data Collection and Management System	13
3.4 Data Quality Control and Assurance	14
3.5 Additional Data Collection Activities	14
3.6 Critical Assumptions	15
3.7 Risk Assessment and Mitigation	15
3.8 Reporting Performance Data	17
3.9 PMP Review and Updating Procedures	17
3.10 Training Plan	17
4. Performance Targets and Indicator Reference Sheets	18

ACRONYMS

ADF	Agricultural Development Fund
ACE	Agricultural Credit Enhancement
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DAB	Da Afghanistan Bank
FI	Financial Intermediary
GIRoA	Government of Islamic Republic of Afghanistan
GIS	Geographic Information System
MAIL	Ministry of Agriculture, Irrigation and Livestock
OAG	USAID's Office of Agriculture
PMP	Performance Management Plan
PI	Private Intermediary
PIRS	Performance Indicator Reference Sheet
TO	Task Order

1. Introduction and Overview of the ACE Program

The Agricultural Credit Enhancement Program (ACE) is the result of the collaboration between Afghanistan's Ministry of Agriculture, Irrigation and Livestock (MAIL) and USAID's Office of Agriculture (OAG). The program aims at increasing the availability of credit to small and medium-scale commercial farmers and to businesses that participate in the agricultural value chains. The program is implemented by Development Alternatives, Inc. (DAI) in close cooperation with the office of the Minister of Agriculture, Irrigation and Livestock.

The ACE program by design focuses on enabling commercial farmers (1-30 hectares) to access financial services, with concomitant and positive effects in terms of technology adoption, increases in productivity and profitability. Thus, maximizing the economic impact of agricultural credit requires a special focus on high-value agriculture, agro-processing and market development.

The program is supporting access to finance for these small commercial farmers in Afghanistan through two complementary activities:

1. Grant to the Government of Islamic Republic of Afghanistan (GIROA) in the amount of \$100 million to establish the Agricultural Development Fund (ADF), which will provide necessary loan capital for lending to financial and non-financial intermediaries, who will on-lend these funds to farmers.
2. The Agricultural Credit Enhancement (ACE) activity with an approximate budget of \$50 million over a four and a half year period beginning in August 2010 and ending in December 2014. ACE will manage the ADF and provide technical support to agricultural value chains.

The objective of the ADF and ACE is to facilitate rapid disbursement of loans along the agricultural value chains, build the capacity of financial intermediaries to deliver agricultural credit to farmers, contribute to developing a high-value agricultural sector, and build confidence in the government's legitimacy, thereby contributing to social stability.

Farms and agricultural enterprises across the entire country are eligible for funding through the Agricultural Development Fund, a \$100 million account that USAID and the MAIL will establish in the Da Afghanistan Bank (DAB). The fund is jointly managed to ensure that credit is extended quickly and equitably to qualified borrowers. MAIL and ACE are to identify financial intermediaries—banks and other institutions—to handle the actual lending to borrowers. Each loan will be subject to control and approval by ACE and MAIL.

2. Purpose and Characteristics of the PMP

The Performance Management Plan (PMP) is a critical tool for planning, managing and documenting progress towards achieving the stated objectives of the ACE program. Data collected and reported provides the USAID/Afghanistan Mission with detailed information regarding program impacts and progress achieved towards Task Order Deliverables and Intermediate Results, Sub-objectives and overall Objective. It will also help inform program management decisions, improve operations, identify performance gaps, assess performance targets and set goals for program improvement. This PMP is a "living" document and will be updated periodically to reflect the changing conditions that affect program activities as well as any gaps that are identified over the course of program implementation. The ACE PMP is characterized by:

1. **Project management and adaptability.** The purpose of monitoring and evaluation is not only to report on performance, but also to inform decision making by USAID, MAIL and ACE managers. Managers will use M&E data and performance reports to capture success, understand failures and adjust program emphasis or change implementation tactics accordingly.

2. **Integration.** ACE will integrate performance monitoring into day-to-day program activities by assigning technical financial personnel responsibility for monitoring and data collection on the lending side, and other technical personnel on directly-implemented activities. It may be required to embed ACE staff within on-lending institutions in order to ensure proper data collection compliance without putting an undue burden on lending institutions. The program will compile, analyze, and summarize monitoring information for all personnel so they understand how the data they gather are used and see how well the activities in which they are engaged are working.
3. **Systematic Approach.** The project's systematic approach to data quality assessment will ensure validity, integrity, precision, reliability and timeliness, in order to enhance program effectiveness.
4. **Results Framework.** The project's framework feeds directly into USAID/Afghanistan's Strategic Objectives as well as USAID indicators wherever appropriate and feasible. As the USAID Mission PMP is in the process of changing, and may impact the definition of some indicators, the activities and activity-level indicators as well as the objectives of the ACE Program themselves will remain the same.
5. **Impact Measurements.** Its disaggregation of information on a variety of levels allows the M&E department and management to examine programmatic impacts in a stratified way including its impacts on women and at the district level.
6. **Contract Deliverables.** All deliverables as outlined in the signed Task Order (TO) are linked to particular indicators, which measure their progress against the stated activity-level "results" and overall program objectives. This enables USAID and Program Management to chart progress against the stated Contract Deliverables on an ongoing basis.

3. Elements of the PMP

In accordance with ADS 203.3, the PMP identifies baseline performance levels, targets to be achieved over the life of the project, the source and quality of data and responsibilities for collection and analysis of data. The PMP has the following elements, which are expanded upon in detail below:

- Results Framework
- Performance Indicators
- Data collection and management system
- Data quality control and assessment
- Additional data collection activities
- Risk assumptions and mitigation
- Reporting performance data
- PMP review and updating procedures
- Partner training plan

Activity-level indicators will allow program management to monitor and evaluate whether ACE Program activities are achieving programmatic outcomes and/or results in an efficient and timely manner that are directly attributable to program interventions. Where possible, contextual information will also be collected and reviewed to monitor changes in sectors associated with ACE efforts. Ultimately, the PMP is but one part of the Integrated M&E System that also includes an Access Database that further stratifies program data, mapping data and visual overlays provided by the program's use of Geographic Information Systems (GIS), environmental monitoring in accordance with USAID's regulation 216 and DAI's internal project management system referred to as TAMIS.

3.1 ACE Results Framework

The program performance structure can best be appreciated graphically as a series of objective trees displayed in Figures 1-6. The first two pages present the overall Results Framework, while the following pages focus on each of the program's objectives, including the activity-level results required as per the Task Order, and the performance indicators measuring each of them. Each objective also feeds into a USAID Agriculture intermediate result. ACE has activity-level results as required by the task order—these function as intermediate results as per USAID requirements. These results then feed into five program objectives, each of which constitutes a major program component. These results and objectives are causally linked to the USAID Afghanistan intermediate results. These finally feed into USAID's Assistance Objective 5: "A Thriving Agricultural Economy."

Figure 1: ACE Results Framework

USAID Afghanistan Assistance Objective 5: A Thriving Agricultural Economy

USAID Afghanistan IR 5.1: Increased Agricultural Sector Jobs and Incomes as a Result of USG Assistance

USAID Afghanistan Sub IR 5.1.2: Increased commercial viability of small and medium farms and agribusiness

ACE Mission/Overall Objective: provide holistic support to advance agricultural modernization through financing, technical assistance and policy reform, contributing to increased agricultural jobs, income and Afghans' confidence in their government.

Program Objective (i): to provide an exponential increase in the agriculture credit, primarily through ADF, particularly for the small commercial farmers

Program Objective (ii) To support Afghan financial and private sector intermediaries to provide sustainable agricultural lending initiatives and develop alternative financing channels to augment commercial bank lending

Program Objective (iii) To strengthen agricultural value chains and find market opportunities for Afghanistan agricultural products.

Program Objective (iv & v) To build Afghan capacity to provide the services targeted under this task order and support MAIL in better coordinating and rationalizing the many donor-funded rural and agricultural initiatives in place

Intermediate/Task Order Required Results (see Figure 2)

Figure 2: Program Objective Links to Task Order “Results”(Intermediate Results)

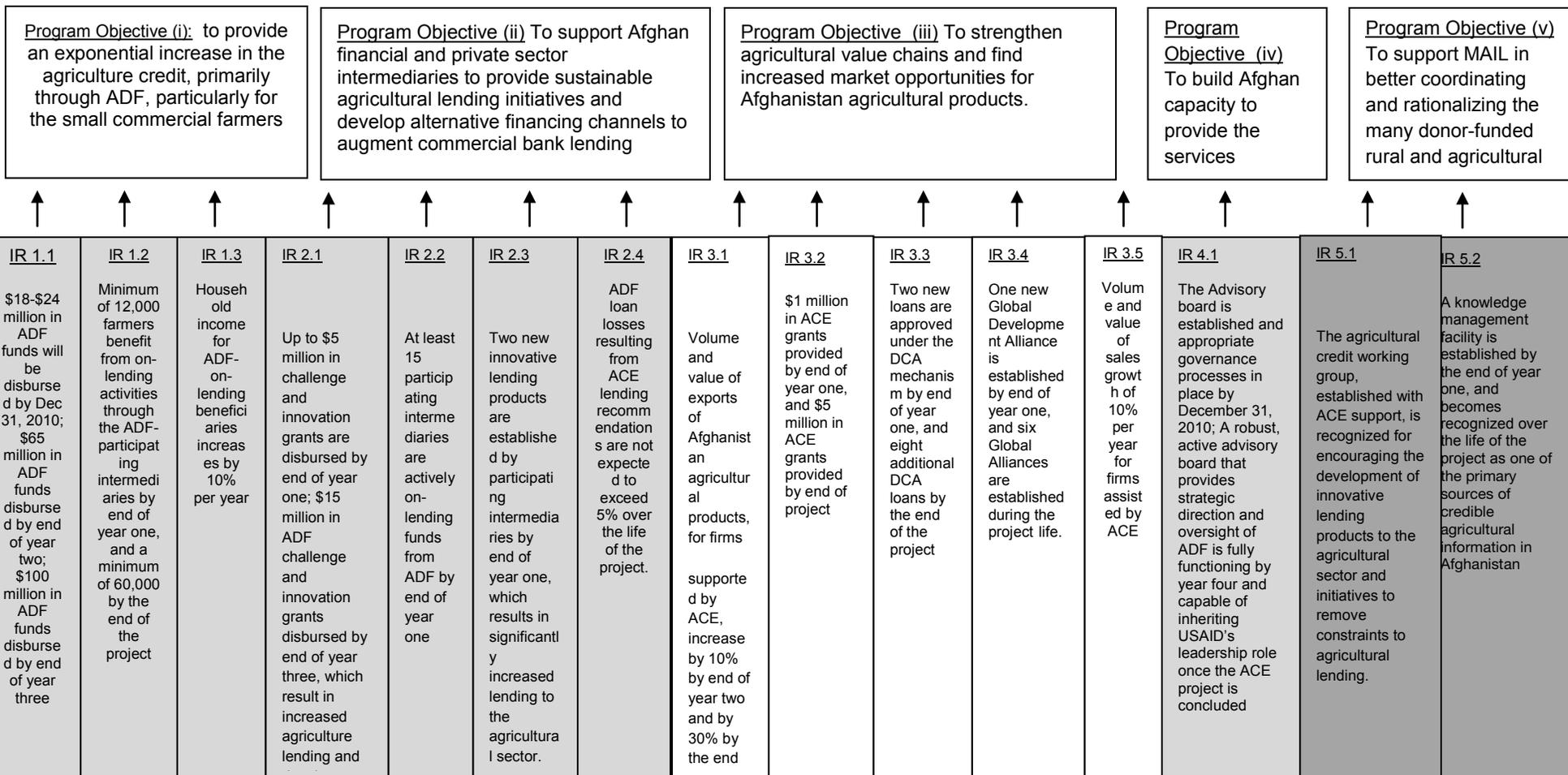


Figure 3: Program Objective I, related results and indicators

USAID Afghanistan Sub IR 5.1.2 Increased commercial viability of small and medium farms and agribusiness

Program objective (i): to provide an exponential increase in the agriculture credit, primarily through ADF, particularly for the small commercial farmers

IR 1.1

\$18-\$24 million in ADF funds will be disbursed by Dec 31, 2010; \$65 million in ADF funds disbursed by end of year two; \$100 million in ADF funds disbursed by end of year three

Indicator:

1.1 Value of finance accessed through lending

IR 1.2

Minimum of 12,000 farmers benefit from on-lending activities through the ADF-participating intermediaries by end of year one, and a minimum of 60,000 by the end of the project

Indicator:

1.2 Number of individuals benefiting from financial agreement**

1.4 Net total increase in private sector employment for farms and agribusinesses in targeted areas (FTEs)***

IR 1.3

Household income for ADF-on-lending beneficiaries increases by 10% per year

Indicator:

1.3 Percent increase in household income by assisted agribusinesses**

* Foreign assistance Indicator

** USAID Afghanistan PMP Indicator

Note: Indicator 1.1 and 2.1 will contribute to USAID Afghanistan PMP indicator "Total value of capital provided to agricultural related enterprises supported by interventions"

Figure 4: Program objective ii, related results and indicators

USAID Afghanistan Sub IR 5.1.2 Increased commercial viability of small and medium farms and agribusiness

Program objective (ii) To support Afghan financial and private sector intermediaries to provide sustainable agricultural lending initiatives and develop alternative financing channels to augment commercial bank lending

IR 2.1

Up to \$5 million in challenge and innovation grants are disbursed by end of year one; \$15 million in ADF challenge and innovation grants disbursed by end of year three, which result in increased agriculture lending and development of innovative lending products & Up to \$1 million in ACE grants provided by end of year one, and up to \$5 million in ACE grants provided by end of project

Indicator

2.1 Value of challenge/ Innovation and agriculture modernization grants issued

IR 2.2

At least 15 participating intermediaries are actively on-lending funds from ADF by end of year one

Indicator

2.2 Number of participating FIs and PIs on-lending funds from ADF

IR 2.3

Two new innovative lending products are established by participating intermediaries by end of year one, which results in significantly increased lending to the agricultural sector.

Indicator

2.3 Number of innovative lending products established by PIs and FIs

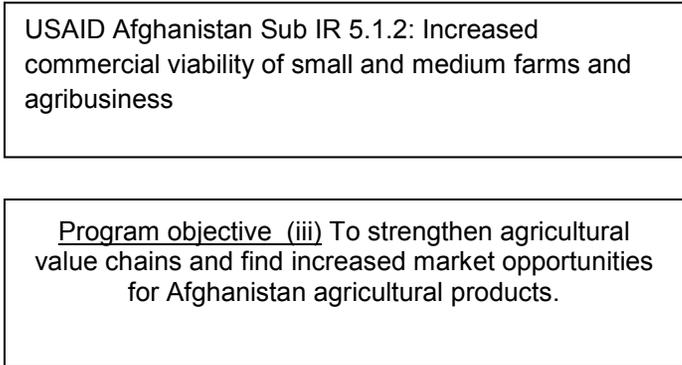
IR 2.4

ADF loan losses resulting from ACE lending recommendations are not expected to exceed 5% over the life of the project.

Indicator

2.4 Percentage of loan losses resulting from ACE lending recommendations

Figure 5: Program objective iii, related results and indicators



IR 3.1

Volume and value of exports of Afghanistan agricultural products, for firms supported by ACE, increase by 10% by end of year two and by 30% by the end of the project.

Indicator

3.1 Percentage increase in volume and value of exports of Afghanistan agricultural products for firms supported by ACE*

IR 3.2

Two new loans are approved under the DCA mechanism by end of year one, and eight additional DCA loans by the end of the project

Indicator

3.2 Number of loans approved under USAID's Development Credit Authority (DCA) Mechanism*

IR 3.3

One new Global Development Alliances are established by end of year one, and six Global Alliances are established during the project life.

Indicator

3.3 Number of public-private partnerships formed as a result of USG assistance (including Global Development Alliances (GDAs))***

* Foreign assistance Indicator

** USAID Afghanistan Indicator

Figure 6: Program objective iv related results and indicators

USAID Afghanistan Sub IR 5.2.1: Increased sales from assisted farms and agribusinesses

Program objective (iv) To build Afghan capacity to provide the services targeted under this task order

Program objective (v) To support MAIL in better coordinating and rationalizing the many donor-funded rural and agricultural initiatives in place

IR 4.1

The Advisory board is established and appropriate governance processes in place by December 31, 2010; A robust, active advisory board that provides strategic direction and oversight of ADF is fully functioning by year four and capable of inheriting USAID's leadership role once the ACE project is concluded

Indicator

There is no indicator to measure this result, but will be reported on to USAID as per the annual intervals outlined here.

IR 5.1

The agricultural credit working group, established with ACE support, is recognized for encouraging the development of innovative lending products to the agricultural sector and initiatives to remove constraints to agricultural lending.

Indicator

4.1 Number of conferences, workshops and other initiatives designed to foster increased credit to the agricultural sector carried out through the Agricultural Credit working group

IR 5.2

A knowledge management facility is established by the end of year one, and becomes recognized over the life of the project as one of the primary sources of credible agricultural information in Afghanistan.

Indicator

4.2 Number of market information and market intelligence products created and disseminated by the established Knowledge Management Unit

** USAID Afghanistan Indicator

* Foreign assistance indicator

3.2 ACE Performance Indicators

At the heart of the performance monitoring system are the performance indicators, which define the data to be collected to measure progress, and which enable actual results achieved over time to be compared to planned results. The set of indicators presented here may change, decrease or expand over the life of the program as is most logical and practical to an ever-evolving program. It should be noted that the indicators herein were chosen to measure contract deliverables, as well as contribute to the USAID Afghanistan Country Program Indicators where relevant. The following information is in the Performance Indicator Reference sheets:

- Indicator definition, unit of measurement, and any data breakout requirements;
- Data acquisition method, data sources, timeline for data acquisition, and person responsible for data acquisition;
- Plans for data analysis, review, and reporting;
- Any data quality issues, including any actions taken or planned to address data limitations; and
- Notes on baselines, targets, and data calculation methods

3.3 Data Collection and Management System

The M&E Manager will have the responsibility for the central collection and reporting of data on the progress and performance of ACE activities. The M&E Manager will be supported by M&E Specialists in each region who will be responsible for data collection in their region (Mazar-e-Sharif in the North, Herat in the West and Jalalabad in the East, respectively). The M&E Manager will be supported as necessary by the Knowledge Management Advisor in Afghanistan, and backstopped as necessary by technical experts from the DAI home office. The M&E Manager and regional M&E specialists will work closely with Technical Directors and their respective program staff and intermediary lending institutions in order to collect monitoring data in accordance with the data collection schedule.

All forms and data collection tools are in draft form and will be used by all staff for data collection activities. Data collection will be completed at the regional level and verified at the central M&E office as outlined below. Table 1 displays the projected assignment of data collection responsibilities.

Table 1: Data Collection Responsibilities

MAJOR STEPS	RESPONSIBILITY
Collecting performance data	M&E Manager, regional specialists, intermediary lending institutions, value chain technical staff
Reviewing performance information	COP, USAID COTR
Reporting performance results (<i>Annual Report process</i>)	M&E Manager
Assessing data quality	M&E Manager, DAI Home Office Technical Experts
Reviewing and updating the PMP	Consultants, M&E Manager M&E Regional Specialists, DAI Home Office Technical Experts

3.4 Data Quality Control and Assurance

It is important that in the data collection process, appropriate standards for data quality are in place for use by external users (e.g., International Agencies, the Government of Afghanistan, and the general public). Poor-quality data can create two problems: 1) providing poor information to program decision-makers; and 2) skewing information used for reporting purposes. In order to measure and attribute results accurately – for both reporting and management needs, the M&E Manager (and supported by DAI technical experts as well as the Knowledge Management Advisor and COP) will ensure that collected data meet specific standardized evaluation criteria. The M&E Manager will also be responsible for carrying out annual data quality assessment reviews as well as ensuring the quality of any data collected by intermediary institutions.

All personnel will be trained in M&E basics and data quality standards, given tools (such as GPS units and related software) to use in data collection, updated regularly on program progress, and mentored on an ongoing basis. Data quality training will help staff and avoid common data quality pitfalls by focusing on key questions such as whether there is a direct relationship between the activity and what is being measured.

The project will use simple but statistically sound procedures to collect the program metrics. Data collection methods will be backed by uncomplicated, user-friendly tools (such as questionnaires and simple forms) to ensure that consistent and high-quality data are collected. When program indicators are informed by multiple data sources, the M&E Manager will critically review and compare each dataset. For results and indicators where a simple survey methodology is required, DAI's M&E personnel will oversee the effort and provide training to ensure a standardized and statistically sound process. All data collected will be checked for integrity and accuracy. After data are entered into a program-wide database, simple validation checks built into the systems will be used to check for missing data, outliers, or other data consistency issues. Typically, to confirm accuracy of data entry, central office M&E staff will check 100% of hard copies against entered and compiled data.

There is almost always a trade-off between cost and data quality. This tradeoff has been taken into consideration when selecting indicators and methods for data collection, and efforts were made to select the most cost-effective approaches. Consequently, to the extent possible, indicator measurement values will be derived from required data collection efforts by Technical Directors and ACE staff, therein imposing minimal or no additional data collection requirements. Where surveys are employed, data will be collected with statistically sound methodologies, but with the resulting cost as a factor. Overall, the budget of the Monitoring and Evaluation system is expected to be around 2-3% of total program costs, well within the range cited by the ADS 200.

3.5 Additional Data Collection Activities

Regular, scheduled performance monitoring requires a level of simplicity and practicality in data collection efforts that in some instances make it difficult to assess more complex issues of management concern. While the PMP certainly emphasizes the collection of data and presentation of performance activities in a quantifiable manner, there may also be situations that call for the collection of process data that in all likelihood will be generated by doing direct observation, on-site interviews with key informants and informal group interviews. These techniques usually result in generating very useful qualitative information on project processes. These data are invaluable sources of project performance.

It is anticipated that the ACE M&E Manager, working with the respective program managers, intermediary institutions and other partners, will be able to conduct additional data collection activities to tease out some of the underlying dimensions of performance outcomes. In short, more rigorous, in-depth analysis on topics of special interest requested by the ACE COP, any of the MAIL and/or USAID COTR will complement the project's formal quantitative performance monitoring efforts.

3.6 Critical Assumptions

The following assumptions have been identified as being critical to the achievement of the planned results. These assumptions represent economic, political and environmental factors beyond the control of the ACE Program.

1. MAIL fulfills its commitments on time and meets project deliverables
2. Methods and project approaches are approved through appropriate GIRoA bodies
3. Support and commitment from MAIL and other GIRoA officials continues throughout the program's duration
4. USG resources do not substantially decline
5. The Afghan banking system remains solvent and stable
6. Global economic conditions do not deteriorate to the extent that they drastically affect credit and private sector development prospects
7. Stabilization activities are implemented with a "do no harm" approach that does not undermine long-term development efforts;
8. Security efforts target and result in improved freedom of movement so that farmers and buyers face less in security and fewer bribery check points in getting produce to market
9. Transit trade agreements are signed and transit trade conditions improve
10. Agricultural products from Afghanistan do not face bans on exports due to agricultural pests and diseases
11. An increase in sales is an adequate proxy measure for increased income

3.7 Risk Assessment and Mitigation

Table 2 presents critical risks that were identified during DAI's in-country risk analysis exercise. They are sorted according to their sources; examples are provided of specific risks that are foreseeable in the near- to mid-term, along with possible mitigation measures. The risks included herein can impact program implementation, and therefore impact the ability of the program to meet its stated objectives and progress towards indicators set forth in this plan.

As ACE gets underway, new risks may emerge if previously safe areas become problematic. It will be important to anticipate risks as early as possible and develop concrete steps to mitigate or eliminate them. To identify effectively emerging risks during program implementation, we will regularly update our risk analysis. DAI will identify emerging new risks and move quickly with location-specific measures to address them. These measures will include community involvement, postponement of activities, avoidance of currently high-risk locations, and rapid revisions to ongoing programs.

Table 2: Critical Risks and Mitigation Measures

Risks: Types and Potential Examples	Mitigation Measures
Security Drug-related conflict exacerbates insecurity in areas where program is operating Security continues to deteriorate—increasing activity by anti-governmental elements makes work difficult and certain areas inaccessible Market linkages are disrupted by insecurity, social strife, and rent seeking at checkpoints Criminal activity increases	Daily attention to security situation by Chief of Party, regional security coordinators and expatriate security manager Engagement of security professionals to provide physical security at project locations A community entry strategy to build trust and credibility with local partners A commitment to individual Afghans' advancement A local reputation for honesty and fairness Daily security updates, email and SMS alerts, and regular radio and phone contact with all staff

Risks: Types and Potential Examples		Mitigation Measures
Natural Disasters	Production areas are damaged by flooding (spring), snow (winter), disease, earthquake (Northeast) Drought in Northeast results in crop failure and food insecurity	Rapid-response funds and teams Winterization and stockpiling activities Coordination with MAIL, Office of Foreign Disaster Assistance, U.S. Department of Agriculture (USDA), Food and Agriculture Organization (FAO), PRTs, and others conducting food security interventions Flexibility in grant funds
Interethnic Conflict	Pashtun/Uzbek/Tajik interethnic conflict is exacerbated around elections Community conflicts arise	An honest broker role and a local reputation for fairness
Political Governance	There is a dramatic change of government from democratic to more autocratic or theocratic MAIL is caught up in political maneuvering that negatively impacts ACE Election upheaval leads to public dissatisfaction and disaffection ACE becomes a political pawn in a highly charged pre-electoral environment Government corruption increases	Effective communication with program communities, lending intermediaries and other stakeholders Close coordination among MAIL and USAID Mission Procurement transparency and broad participation by local suppliers Counter/pre-emptive messaging Rolling analysis of political dynamics Political firewall: strict adherence to evenly distributed technical directed programs Use of memoranda of understanding whose timeframes extend beyond one political mandate
Program Design	It is difficult and time-consuming to recruit, mobilize, and retain talented staff Resource partners and intermediaries fail to perform	Culture of excellence and high standards to attract “best and brightest” Personnel incentives, such as medical insurance, COLAs, flexible work weeks, advancement on merit, and training opportunities, including education allowances Use of multiple media and communications channels to solicit candidate inquiries International and local recruitment systems to aid in identifying and fielding candidates rapidly
Capacity	There is insufficient local capacity to meet development objectives	Use of professional development and training not only for capacity building but also as a retention strategy Logical sequencing of ACE activities to align to capacity-development curve at the target location Phased development of projects with mentoring and training throughout
External Environment	Rapid changes in global market for crops and commodities Legal environment for cooperatives and SMEs prohibits their growth There is an adverse (or absence of) enabling legal and regulatory framework	Use of market information systems and updating existing subsector studies to target winners Regular collaboration with local authorities to ensure cooperation and support Work with regional and national associations and local businesses to lobby for change
Cultural	Cultural norms prohibit women’s full engagement Cultural norms prohibit women from participating in lending/borrowing activities	Coordination with local religious authorities to ensure their understanding of and support for program goals Ongoing partnership and cooperation with the Department of Women’s Affairs Sharia-compliant banking products

3.8 Reporting Performance Data

ACE will collect data monthly, quarterly, and annually on project activities, project outcomes as they are taking place, and the interpretation of project results at specific timelines. Findings will be presented to USAID/Afghanistan reinforced with appropriate tables and charts, integrated into the findings narrative, and in accordance with Task Order deliverables. By way of summation, each Project Monitoring Report will include:

- Progress achieved towards ACE program objectives (through a summary table of the PMP indicators, with targets, actuals during the reporting period, cumulative totals/%, and comments), called a Performance Indicators Reference Sheets (PIRS)
- Adequacy of inputs for producing activity outputs and efficiency of processes leading to outputs;
- Status and timeliness of data input mobilization efforts;
- Status of critical risk assumptions and causal relationships along with related implications for performance towards USAID program expectations; and
- Status of MAIL and related intermediary that contribute to the positive achievements of CE performance results.

3.9 PMP Review and Updating Procedures

As mentioned above, the PMP serves as a “living” document that the ACE management team will use to guide overall project performance. One of the key principles of the PMP is that it will be a useful tool for management and organizational learning; the PMP is *not* merely a mechanism to fulfill USAID reporting requirements. As such, it will be updated as necessary to reflect changes in ACE strategy and ongoing project activities. PMP implementation is therefore not a one-time occurrence, but rather an ongoing process of review, revision, and re-implementation.

All updates to the PMP will be submitted to USAID for its express written approval where the changes involve either task order deliverables, or USAID Afghanistan indicators. The ACE M&E Manager will also be responsible for documenting any changes to the PMP using a “change report” (see Annex A). When reviewing the PMP, the following issues shall be taken into account:

- ❖ Are the performance indicators working as intended in the design process?
- ❖ Are the performance indicators providing the information needed to properly gauge ACE activities in each component?
- ❖ How can the PMP be improved?

3.10 Training Plan

As accurate data is critical to make appropriate management decisions, training will be conducted for staff, all intermediary institutions, subcontractors and anyone else required to collect, analyze or report data as part of the project. The M&E department will draft a training manual outlining all procedures for data collection and appropriate management and quality assurance/control. The training manual will serve as the basis for all training undertaken. The training will be conducted for all partners as soon as the PMP is approved. The training plan will:

- Communicate how important good data quality collection and reporting is for project performance;
- Communicate and explain how the indicator performance data feeds into the goals and objectives of the project;
- Show implementing partners how to report progress using data collection forms;
- Train partners on all data analysis tools including MS Access, DAI’s TAMIS (Lotus Notes system); Afghan Info (USAID system)
- Consider the special information needs of partners; and
- Develop internal performance monitoring and evaluation capacity at the regional levels

4. Performance Targets and Indicator Reference Sheets

The following section contains Performance Indicator Reference Sheets for each indicator presented in the Performance Monitoring Plan. If current results-level indicators are refined and/or additional indicators are developed, the M&E Manager will create new indicator sheets based on the template format used in this section. Each reference sheet provides information on:

- Indicator definition, unit of measurement, and any data breakout requirements;
- Data acquisition method, data sources, timeline for data acquisition, and person responsible for data acquisition;
- Plans for data analysis, review, and reporting;
- Any data quality issues, including any actions taken or planned to address data limitations; and
- Notes on baselines, targets, and data calculation methods.

With respect to baselines and targets, most indicators included in this section have been set at zero since intervention activities are just now underway. All targets have been identified for each ACE program component that corresponds to the Task Order Plan followed by Performance Indicator information.

The attached indicator reference sheets provide the basis for life of project monitoring of each of the indicators for the Intermediate Results. Each indicator sheet supplies a description of the indicator, a plan for data acquisition, a section on data quality issues, a plan for data analysis, review process, reporting requirements, and space for recording annual values against established targets.

PERFORMANCE INDICATOR REFERENCE SHEET				
Functional Objective: To provide an exponential increase in the agriculture credit, primarily through ADF, particularly for the small, commercial farmers				
Program Area: Component 1: Lending				
Strategic Objective: USAID sub IR 5.1.2 – Increased commercial viability of small and medium farms and agribusinesses				
Intermediate Result: \$18-\$24 million in ADF funds will be disbursed by December 31, 2010, \$65 million in ADF funds disbursed by the end of year two; \$100 million in ADF funds disbursed by end of year three				
Indicator # 1.1: Value of finance accessed through lending				
Project Indicator. The sum of indicator #1.1 and #2.1 will count for USAID Afghanistan Indicator: “Total value of capital provided to agriculture-related enterprises supported by interventions.				
Reporting Frequency: Monthly				
DESCRIPTION				
Precise Definition(s): US dollar amount of ADF finance accessed by intermediaries that is on-lent to borrowers, or lent directly to borrowers.				
Unit of Measure: \$USD.				
Calculation: \$USD. If money is in a currency other than dollars, the prevailing exchange rate will be used at the time of reporting.				
Disaggregated by: Province, District, Gender of end-borrower				
Activity (ies): Lending				
Justification & Management Utility: Task Order Deliverable				
Geographic Coverage: National				
PLAN FOR DATA ACQUISITION BY ACE				
Data collection method: Copies of loan contracts				
Data Source: Loan contracts with borrowers, contracts with intermediaries				
Method of data Acquisition: Intermediary lending institutions and/or ACE staff embedded in intermediary organizations.				
Frequency and timing of data Acquisition: Monthly				
Specific Dates when data will be reported: On the 7th of each month, for inclusion in a monthly report submitted 10-14 days after the conclusion of the reporting period				
Estimated Cost of Data Acquisition: minimal				
Individual responsible at ACE: M&E Manager				
Individuals responsible for providing data to ACE: Lending team, field M&E team and implementing partners				
Location of Data Storage: Lending team records, electronic records stored in M&E database				
DATA QUALITY ISSUES				
Date of Initial Data Quality Assessment: TBD				
Known Data Limitations and Significance (if any):				
Actions Taken or Planned to Address Data Limitations:				
Date of Future Data Quality Assessments:				
Procedures for Future Data Quality Assessments: ADS 203 Data Quality Assessment Tool & Spot Checks by M&E Team				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING				
Data Analysis: M&E Manager, Chief of Party				
Presentation of Data: Charts				
Review of Data: Ongoing by M&E Manager, quarterly by COP				
Reporting of Data: Monthly and Quarterly reports to USAID				
OTHER NOTES				
Notes on Baselines/Targets: For ACE, the baseline value is zero				
Year (FY)	Baseline	Targets	Actual	Remarks/Notes
December 2010	0	\$18,000,000		Target for December 31, 2010
2011		\$ 20,000,000		-Targets are annual net (non cumulative, except for December 2010 target) *The total amount of loans together with the total amount of challenge/innovation grants constitute \$100 million
2012		\$ 22,000,000		
2013		\$ 25,000,000		
2014		-		
LOP Target		\$85,000,000*		
THIS SHEET LAST UPDATED ON NOVEMBER 10, 2010				

PERFORMANCE INDICATOR REFERENCE SHEET				
Functional Objective: To provide an exponential increase in the agriculture credit, primarily through ADF, particularly for the small, commercial farmers				
Program Area: Component 1: Lending				
Strategic Objective: USAID sub IR 5.1.2 – Increased commercial viability of small and medium farms and agribusinesses increased access to financial resources for assisted farms and agribusinesses				
Intermediate Result: A minimum of 12,000 farmers benefit from on-lending activities through the ADF-participating intermediaries by end of year one, and a minimum of 60,000 by the end of the project				
Indicator # 1.2: Number of individuals benefitting from financial agreements				
USAID Afghanistan PMP indicator				
Reporting Frequency: Quarterly				
DESCRIPTION				
Precise Definition(s): A count of farmers and agribusinesses benefiting from on-lending activities/ loan agreements. On-lending means financial capital whose source is ACE or ADF. A farmer is defined as anyone who cultivates annual or perennial crops or grows livestock including hoofed animals, chickens, bees, fish and other animals that are raised through the husbandry process for eating, selling or eating or selling of their byproducts. Farmers who benefit indirectly through loans issued to in-put suppliers, processors or consolidators will be counted as beneficiaries and will be tracked separately and will not be counted for in this indicator. A farmer can only be counted once.				
Unit of Measure: count of end-borrowers/loan agreements				
Calculation: addition				
Disaggregated by: Province, District, Gender				
Activity (ies): Lending				
Justification & Management Utility: Task Order Deliverable				
Geographic Coverage: National				
PLAN FOR DATA ACQUISITION BY ACE				
Data collection method: Copies of loan contracts/agreements signed/fingerprinted by the benefiting farmer.				
Data Source: Loan contracts with borrowers, data on beneficiaries from the on-lenders				
Method of data Acquisition: Intermediary lending institutions and/or ACE staff embedded in intermediaries				
Frequency and timing of data Acquisition: Quarterly				
Specific Dates when data will be reported:				
Estimated Cost of Data Acquisition: minimal				
Individual responsible at ACE: M&E Manager				
Individuals responsible for providing data to ACE: Field teams				
Location of Data Storage: Lending team records, electronic records stored in M&E database				
DATA QUALITY ISSUES				
Date of Initial Data Quality Assessment: TBD				
Known Data Limitations and Significance (if any):				
Actions Taken or Planned to Address Data Limitations:				
Date of Future Data Quality Assessments:				
Procedures for Future Data Quality Assessments: ADS 203 Data Quality Assessment Tool & Spot Checks by M&E Team				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING				
Data Analysis: M&E Manager, Chief of Party				
Presentation of Data: Charts				
Review of Data: Ongoing by M&E Manager, quarterly by COP				
Reporting of Data: Quarterly reports to USAID				
OTHER NOTES				
Notes on Baselines/Targets: For ACE, the baseline value is zero				
Year (FY)	Baseline	Targets	Actual	Remarks/Notes
December 2010	0	-		Targets are annual net (not cumulative)
2011		12,000		
2012		14,000		
2013		14,000		
2014		20,000		
LOP Target		60,000		
THIS SHEET LAST UPDATED ON NOVEMBER 10, 2010				

PERFORMANCE INDICATOR REFERENCE SHEET

Functional Objective: To provide an exponential increase in the agriculture credit, primarily through ADF, particularly for the small, commercial farmers				
Program Area: Component 1: Lending				
Strategic Objective: USAID sub IR 5.1.2 – Increased commercial viability of small and medium farms and agribusinesses				
Intermediate Result: Household income for ADF on-lending beneficiaries increases by 10% per year				
Indicator # 1.3: Percent increase in household income by assisted agribusinesses				
USAID Afghanistan PMP indicator				
Reporting Frequency: Annually				
DESCRIPTION				
Precise Definition(s): In the absence of a definition from USAID, the following will be used: Increase in income is defined as the total difference made in the revenue base as caused by ADF lending/value chain intervention. A household is a group of people who inhabit in the same residential compound. Typically in Afghanistan, households share their money and are related to one another.				
Unit of Measure: Percentage of related \$USD value				
Calculation: A calculation will be made of an increase or decrease over a baseline number, and the resulting percentage reported.				
Disaggregated by: Province, District				
Activity (ies): Lending				
Justification & Management Utility: Task Order Deliverable				
Geographic Coverage: National				
PLAN FOR DATA ACQUISITION BY ACE				
Data collection method: Baseline household data with reported annual income will be collected. Each year, agribusinesses will be followed up through surveys of end-borrowers. (In some cases, a representative sample of farmers may be taken in cases where it is not feasible to ask every farmer and/or agribusiness about their increase in income. Assisted agribusinesses will be tracked for the length of their loan repayment)				
Data Source: Baseline and impact measures, loan contracts with borrowers, surveys				
Method of data Acquisition: Intermediary lending institutions and/or ACE staff embedded in intermediaries				
Frequency and timing of data Acquisition: Annually				
Specific Dates when data will be reported: After the conclusion of the annual fiscal year (Sept 30), and data can be collected and aggregated—by Nov 30 each year.				
Estimated Cost of Data Acquisition: Annual surveys will cost an estimated \$25,000 - \$50,000				
Individual responsible at ACE: M&E Manager				
Individuals responsible for providing data to ACE: Field teams				
Location of Data Storage: Lending team records, electronic records stored in M&E database				
DATA QUALITY ISSUES				
Date of Initial Data Quality Assessment: TBD				
Known Data Limitations and Significance (if any):				
Actions Taken or Planned to Address Data Limitations:				
Date of Future Data Quality Assessments:				
Procedures for Future Data Quality Assessments: ADS 203 Data Quality Assessment Tool & Spot Checks by M&E Team				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING				
Data Analysis: M&E Manager, chief of party				
Presentation of Data: Charts				
Review of Data: Ongoing by M&E Manager, quarterly by COP				
Reporting of Data: Annual reports to USAID				
OTHER NOTES				
Notes on Baselines/Targets: For ACE, the baseline value is zero				
Year (FY)	Baseline	Targets	Actual	Remarks/Notes
December 2010	0	-		Targets are represented in annual net.
2011		10%		
2012		10%		
2013		10%		
2014		10%		
LOP Target		10%		
THIS SHEET LAST UPDATED ON NOVEMBER 10, 2010				

PERFORMANCE INDICATOR REFERENCE SHEET				
Functional Objective: To provide an exponential increase in the agriculture credit, primarily through ADF, particularly for the small, commercial farmers				
Program Area: Component 1: Lending				
Strategic Objective: USAID sub IR 5.1.2 – Increased commercial viability of small and medium farms and agribusinesses				
Intermediate Result:				
Indicator #1.4: Net total increase in Full-Time Equivalent (FTE) jobs created by USG sponsored agriculture activities				
USAID Afghanistan PMP indicator				
Reporting Frequency: Quarterly				
DESCRIPTION				
Precise Definition(s): In the absence of a definition from USAID, FTEs are defined as number of additional people employed in agriculture related activities as a direct effect of project activities and interventions. Baseline data will be collected and the net increase in FTEs will be measured and reported quarterly.				
Unit of Measure: Count of net FTEs created quarterly				
Calculation: Net (non cumulative) total FTE created each quarter				
Disaggregated by: Province, District, Gender				
Activity (ies): Lending				
Justification & Management Utility: Tracks of loan effectiveness with respect to employment				
Geographic Coverage: National				
PLAN FOR DATA ACQUISITION BY ACE				
Data collection method: Baseline surveys and copies of loan contracts with reported FTEs will be collected. Each quarter, agribusiness will report the increase in full-time employment, which will be converted into a Net FTE count. Assisted businesses will be followed up with at annual intervals through field M&E team.				
Data Source: Baseline and impact surveys (loan agreements/contract where applicable)				
Method of data Acquisition: Intermediary lending institutions and/or ACE staff embedded in intermediaries (M&E team)				
Frequency and timing of data Acquisition: Quarterly				
Specific Dates when data will be reported:				
Estimated Cost of Data Acquisition: Will be part of quarterly/annual surveys and will cost an estimated \$25,000 - \$50,000				
Individual responsible at ACE: M&E Manager				
Individuals responsible for providing data to ACE: Field teams				
Location of Data Storage: Surveys and electronic records stored in M&E database				
DATA QUALITY ISSUES				
Date of Initial Data Quality Assessment: TBD				
Known Data Limitations and Significance (if any):				
Actions Taken or Planned to Address Data Limitations:				
Date of Future Data Quality Assessments:				
Procedures for Future Data Quality Assessments: ADS 203 Data Quality Assessment Tool & Spot Checks by M&E Team				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING				
Data Analysis: M&E Manager, chief of party				
Presentation of Data: Charts				
Review of Data: Ongoing by M&E Manager, quarterly by COP				
Reporting of Data: Annual/ quarterly reports to USAID				
OTHER NOTES				
Notes on Baselines/Targets: For ACE, the baseline value is zero				
Year (FY)	Baseline	Targets	Actual	Remarks/Notes
December 2010	0	-		Targets are annual net (not cumulative) LOP target 2000 FTEs
2011		250		
2012		250		
2013		500		
2014		1000		
LOP Target		2000		
THIS SHEET LAST UPDATED ON NOVEMBER 10, 2010				

PERFORMANCE INDICATOR REFERENCE SHEET				
Functional Objective: To support Afghan financial and private sector intermediaries to provide sustainable agricultural lending initiatives and develop alternative financing channels to augment commercial bank lending				
Program Area: Component 1: Lending				
Strategic Objective: USAID sub IR 5.1.2 – Increased commercial viability of small and medium farms and agribusinesses				
Intermediate Result: Up to \$5 million in challenge and innovation grants disbursed by end of year one, up to \$15 million in ADF challenge and innovation grants disbursed by end of year three, which result in increased ag lending and development of innovative lending products. \$1 million in ACE grants provided by end of year one and \$5 million in ACE grants provided by end of project				
Indicator #2.1 : Value of challenge/ innovation and agriculture modernization grants disbursed				
Project Indicator. The sum of indicator #1.1 and #2.1 will count for USAID Afghanistan Indicator: “Total value of capital provided to agriculture-related enterprises supported by interventions.				
Reporting Frequency: Quarterly				
DESCRIPTION				
Precise Definition(s): Challenge and innovation (ADF) grants will be identified on grants forms by program staff and differentiated from agriculture modernization (ACE) grants				
Unit of Measure: \$USD				
Calculation: \$USD amount. If grants are issued in another currency, the prevailing exchange rate at the time of issuance of the grants will be used				
Disaggregated by: Province, District, Gender of recipient and Type of Grant				
Activity (ies): Lending & Value Chain				
Justification & Management Utility: Task order deliverable				
Geographic Coverage: National				
PLAN FOR DATA ACQUISITION BY ACE				
Data collection method: DAI TAMIS system in conjunction with Finance and grants departments’ requirements will be used to track the loan disbursements				
Data Source: Grant documents with check-box for challenge/innovation and agriculture modernization grants				
Method of data Acquisition: Project’s grants department				
Frequency and timing of data Acquisition: Quarterly				
Specific Dates when data will be reported: Data will be reported by the 30th day after the conclusion of the quarter.				
Estimated Cost of Data Acquisition: Minimal				
Individual responsible at ACE: M&E Manager				
Individuals responsible for providing data to ACE: Field teams				
Location of Data Storage: Lending team records, electronic records stored in M&E database				
DATA QUALITY ISSUES				
Date of Initial Data Quality Assessment: TBD				
Known Data Limitations and Significance (if any):				
Actions Taken or Planned to Address Data Limitations:				
Date of Future Data Quality Assessments:				
Procedures for Future Data Quality Assessments: ADS 203 Data Quality Assessment Tool & Spot Checks by M&E Team				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING				
Data Analysis: M&E Manager, Chief of Party				
Presentation of Data: Charts, tables				
Review of Data: Ongoing by M&E Manager, quarterly by COP				
Reporting of Data: Quarterly reports to USAID				
OTHER NOTES				
Notes on Baselines/Targets: For ACE, the baseline value is zero				
Year (FY)	Baseline	Targets	Actual	Remarks/Notes
December 2010	0	-		Task Order targets and results on the two types of grants (1.Challenge/innovation; 2. Agriculture modernization) will be tracked and reported.
2011		Up to \$6 million		
2012		TBD		
2013		Up to \$ 17 million		
2014				
LOP Target		\$20million		
THIS SHEET LAST UPDATED ON NOVEMBER 10, 2010				

PERFORMANCE INDICATOR REFERENCE SHEET				
Functional Objective: To support Afghan financial and private sector intermediaries to provide sustainable agricultural lending initiatives and develop alternative financing channels to augment commercial bank lending				
Program Area: Component 1: Lending				
Strategic Objective: USAID sub IR 5.1.2 – Increased commercial viability of small and medium farms and agribusinesses				
Intermediate Result: At least 15 participating intermediaries are actively on-lending funds from ADF by the end of year one				
Indicator # 2.2: Number of participating Financial Intermediaries and Private Intermediaries on-lending funds from ADF				
Project Indicator				
Reporting Frequency: Quarterly				
DESCRIPTION				
Precise Definition(s): This is a count of distinct organizations that are on-lending funds. Financial Intermediaries consist of banks, credit unions and MFIs; whereas private intermediaries comprise private farmer associations, farm stores, agricultural depots, etc. This does NOT include any organizations, companies or institutions that receive a loan, but which do not on-lend physical or financial capital.				
Unit of Measure: Count of intermediary institutions with signed lending agreements with ACE or ADF				
Calculation: Addition				
Disaggregated by: Province, District				
Activity (ies): Lending				
Justification & Management Utility: Task order deliverable				
Geographic Coverage: National				
PLAN FOR DATA ACQUISITION BY ACE				
Data collection method: Loan contracts/agreements				
Data Source: Loan documents proving the existence of an institution and its on-lending				
Method of data Acquisition: GPS units will be employed to collect the locations of lending intermediaries				
Frequency and timing of data Acquisition: Quarterly				
Specific Dates when data will be reported: data will be reported by the 30 th day after the conclusion of the quarter, for inclusion in a quarterly report, due 30 days after the conclusion of each quarter.				
Estimated Cost of Data Acquisition: Cost of GPS units and their data collection—approx \$10,000 for units used over the life of the project. The cost of the data collection by field teams is minimal.				
Individual responsible at ACE: M&E Manager				
Individuals responsible for providing data to ACE: Field teams				
Location of Data Storage: Electronic records stored in M&E database, GPS grids stored in ArcGIS or similar software program.				
DATA QUALITY ISSUES				
Date of Initial Data Quality Assessment: TBD				
Known Data Limitations and Significance (if any):				
Actions Taken or Planned to Address Data Limitations:				
Date of Future Data Quality Assessments:				
Procedures for Future Data Quality Assessments: ADS 203 Data Quality Assessment Tool & Spot Checks by M&E Team				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING				
Data Analysis: M&E Manager, Chief of Party				
Presentation of Data: Charts				
Review of Data: Ongoing by M&E Manager, quarterly by COP				
Reporting of Data: Quarterly reports to USAID				
OTHER NOTES				
Notes on Baselines/Targets: For ACE, the baseline value is zero				
Year (FY)	Baseline	Targets	Actual	Remarks/Notes
December 2010	0	-		The targets are represented in annual net (not cumulative)
2011		15		
2012		4		
2013		3		
2014		3		
LOP Target		25		
THIS SHEET LAST UPDATED ON NOVEMBER 10, 2010				

PERFORMANCE INDICATOR REFERENCE SHEET				
Functional Objective: To support Afghan financial and private sector intermediaries to provide sustainable agricultural lending initiatives and develop alternative financing channels to augment commercial bank lending				
Program Area: Component 1: Lending				
Strategic Objective: USAID sub IR 5.1.2 – Increased commercial viability of small and medium farms and agribusinesses				
Intermediate Result: Two new innovative lending products are established by participating intermediaries by end of year one which results in significantly increased lending to the agricultural sector.				
Indicator # 2.3: Number of innovative lending products established by PIs and FIs				
Project Indicator				
Reporting Frequency: Quarterly				
DESCRIPTION				
Precise Definition(s): This is a count of the number of innovative lending products established by ACE/ADF and participating intermediaries. Innovative lending products are mechanisms for the disbursement of loans, tailored to the specific needs of end-borrowers, and which have not been used before in Afghanistan. Lending products refer to the end products/lending type or the means or processes by which lending is done in the context of ACE/ADF.				
Unit of Measure: Count of innovative lending products				
Calculation: Addition				
Disaggregated by: Province, District				
Activity (ies): Lending				
Justification & Management Utility: Task order deliverable				
Geographic Coverage: National				
PLAN FOR DATA ACQUISITION BY ACE				
Data collection method: M&E staff will analyze lending products of intermediary institutions and identify those considered innovative, and include this review and report with M&E program documents				
Data Source: Loan agreements, loan documents interviews with intermediaries, other physical reports from lending institutions as evidence of lending products				
Method of data Acquisition: Intermediary institution staff or ADF staff embedded within organizations				
Frequency and timing of data Acquisition: Quarterly				
Specific Dates when data will be reported: Data will be reported by the 30th day after the conclusion of the quarter, for inclusion in a quarterly report, due 30 days after the conclusion of each quarter.				
Estimated Cost of Data Acquisition: Minimal				
Individual responsible at ACE: M&E Manager				
Individuals responsible for providing data to ACE: Field teams				
Location of Data Storage: Electronic records and reports				
DATA QUALITY ISSUES				
Date of Initial Data Quality Assessment: TBD				
Known Data Limitations and Significance (if any): The term “innovative” can be subjective. Additionally, ACE staff is making judgments about what is “innovative” for a target they must meet.				
Actions Taken or Planned to Address Data Limitations:				
Date of Future Data Quality Assessments:				
Procedures for Future Data Quality Assessments: ADS 203 Data Quality Assessment Tool & Spot Checks by M&E Team				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING				
Data Analysis: M&E Manager, chief of party				
Presentation of Data: Charts				
Review of Data: Ongoing by M&E Manager, quarterly by COP				
Reporting of Data: Quarterly reports to USAID				
OTHER NOTES				
Notes on Baselines/Targets: For ACE, the baseline value is zero				
Year (FY)	Baseline	Targets	Actual	Remarks/Notes
December 2010	0	-		The targets are represented in annual net (not cumulative)
2011		2		
2012		2		
2013		1		
2014		1		
LOP Target		6		
THIS SHEET LAST UPDATED ON NOVEMBER 10, 2010				

PERFORMANCE INDICATOR REFERENCE SHEET				
Functional Objective: To support Afghan financial and private sector intermediaries to provide sustainable agricultural lending initiatives and develop alternative financing channels to augment commercial bank lending				
Program Area: Component 2: Agriculture Modernization and Value Chain development				
Strategic Objective: USAID sub IR 5.1.2 – Increased commercial viability of small and medium farms and agribusinesses				
Intermediate Result: ADF loan losses resulting from ACE lending recommendations are not expected to exceed 5% over the life of the project				
Indicator #2.4: Percentage of loan losses resulting from ACE lending recommendations				
Project Indicator				
Reporting Frequency: Quarterly				
DESCRIPTION				
Precise Definition(s): This is a percentage of defaulted loans. A loan is considered defaulted when the repayment plan set in place is missed by 3 or more months. The percentage of defaulted loans can be reduced as a result of effective collection method. Thus, this measure is not cumulative.				
Unit of Measure: % of defaulted loans				
Calculation: A calculation of the defaulted loans, expressed as a percentage of the overall total amount of loans lent to intermediary borrowers and on-lent to other borrowers.				
Disaggregated by: Province, District				
Activity (ies): Lending				
Justification & Management Utility: Task order deliverable				
Geographic Coverage: National				
PLAN FOR DATA ACQUISITION BY ACE				
Data collection method: Intermediary lending institutions				
Data Source: Repayment documents and reports (as well as a financial software)				
Method of data Acquisition: Intermediary institution staff or ADF staff embedded within organizations				
Frequency and timing of data Acquisition: Quarterly				
Specific Dates when data will be reported: Data will be reported by the 30th day after the conclusion of the quarter, for inclusion in a quarterly report, due 30 days after the conclusion of each quarter.				
Estimated Cost of Data Acquisition: Approx. \$50,000 including the purchase of a financial software for the lending team and intermediaries				
Individual responsible at ACE: M&E Manager				
Individuals responsible for providing data to ACE: Field teams				
Location of Data Storage: Electronic records and reports				
DATA QUALITY ISSUES				
Date of Initial Data Quality Assessment: TBD				
Known Data Limitations and Significance (if any):				
Actions Taken or Planned to Address Data Limitations:				
Date of Future Data Quality Assessments:				
Procedures for Future Data Quality Assessments: ADS 203 Data Quality Assessment Tool & Spot Checks by M&E Team				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING				
Data Analysis: M&E Manager, chief of party				
Presentation of Data: Charts				
Review of Data: Ongoing by M&E Manager, quarterly by COP				
Reporting of Data: Quarterly reports to USAID				
OTHER NOTES				
Notes on Baselines/Targets: For ACE, the baseline value is zero				
Year (FY)	Baseline	Targets	Actual	Remarks/Notes
December 2010	0			
2011		<5%		
2012		<5%		
2013		<5%		
2014		<5%		
LOP Target		<5%		
THIS SHEET LAST UPDATED ON NOVEMBER 10, 2010				

PERFORMANCE INDICATOR REFERENCE SHEET				
Functional Objective: To strengthen agricultural value chains and find increased market opportunities for Afghanistan agricultural products				
Program Area: Component 2: Agriculture Modernization and Value Chain development				
Strategic Objective: USAID sub IR 5.1.2 – Increased commercial viability of small and medium farms and agribusinesses				
Intermediate Result: Volume and value of exports of Afghanistan agricultural products, for firms supported by ACE increase by 10% by end of year two and by 30% by end of project				
Annual sales growth of 10% per year for firms assisted by ACE				
Indicator #3.1: Total value of domestic and export sales of Afghanistan agricultural products for firms supported by ACE				
USAID F-Indicator				
Reporting Frequency: Quarterly				
DESCRIPTION				
Precise Definition(s): Total value (\$US) of domestic and export sales of agricultural products for firms supported by ACE. ACE support consists of loans, grants, value-chain and market development interventions.				
Unit of Measure: value in \$USD				
Calculation:				
Disaggregated by: Province, District, Domestic and Export sales, Value (\$US) and Volume (MT)				
Activity (ies): Value chain strengthening				
Justification & Management Utility: Task order deliverable				
Geographic Coverage: National				
PLAN FOR DATA ACQUISITION BY ACE				
Data collection method: Program staff				
Data Source: M&E tools, agribusiness and farmer surveys				
Method of data Acquisition: ACE staff				
Frequency and timing of data Acquisition: Quarterly				
Specific Dates when data will be reported: Data will be reported by the 30th day after the conclusion of the quarter for inclusion in the quarterly report.				
Estimated Cost of Data Acquisition: Estimated 25,000-40,000 US\$				
Individual responsible at ACE: M&E Manager				
Individuals responsible for providing data to ACE: Field teams				
Location of Data Storage: Electronic records and reports, surveys back-ups of export documentation in M&E hard copy files				
DATA QUALITY ISSUES				
Date of Initial Data Quality Assessment: TBD				
Known Data Limitations and Significance (if any):				
Actions Taken or Planned to Address Data Limitations:				
Date of Future Data Quality Assessments:				
Procedures for Future Data Quality Assessments: ADS 203 Data Quality Assessment Tool & Spot Checks by M&E Team				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING				
Data Analysis: M&E Manager, chief of party				
Presentation of Data: Charts				
Review of Data: Ongoing by M&E Manager, quarterly by COP				
Reporting of Data: Value of sales will be reported on a quarterly basis, whereas % change will be reported annually				
OTHER NOTES				
Notes on Baselines/Targets: For ACE, the baseline value is zero				
Year (FY)	Baseline	Targets	Actual	Remarks/Notes
December 2010	TBD	-		The targets are represented in annual net (not cumulative)
2011		10%		
2012		10%		
2013		10%		
2014		10%		
LOP Target				
THIS SHEET LAST UPDATED ON NOVEMBER 10, 2010				

PERFORMANCE INDICATOR REFERENCE SHEET				
Functional Objective: To strengthen agricultural value chains and find increased market opportunities for Afghanistan agricultural products				
Program Area: Agriculture Modernization and Value Chain development				
Strategic Objective: USAID sub IR 5.1.2 – Increased commercial viability of small and medium farms and agribusinesses				
Intermediate Result: Two new loans are approved under the DCA mechanism by end of year one, and eight additional DCA loans by the end of the project				
Indicator #3.2: Number of loans approved under USAID's Development Credit Authority (DCA) mechanism				
Is this a standard USAID indicator? Yes, USAID F-Indicator				
Reporting Frequency: Quarterly				
DESCRIPTION				
Precise Definition(s): Number of loans approved under USAID's DCA mechanism, as defined by USAID's DCA, outlined in the ADS 249.				
Unit of Measure: Number				
Calculation: Count of loans meeting the above criteria				
Disaggregated by: Province, District				
Activity (ies): Value chain strengthening				
Justification & Management Utility: Task order deliverable				
Geographic Coverage: National				
PLAN FOR DATA ACQUISITION BY ACE				
Data collection method: Grants unit				
Data Source: Grants database, signed grant agreements				
Method of data Acquisition: M&E unit will receive information from grants unit				
Frequency and timing of data Acquisition: Quarterly				
Specific Dates when data will be reported: Data will be reported by the 30 th day after the conclusion of the quarter, for inclusion in a quarterly report.				
Estimated Cost of Data Acquisition: Minimal				
Individual responsible at ACE: M&E Manager				
Individuals responsible for providing data to ACE: Field teams				
Location of Data Storage: Electronic records and reports stored in grants unit				
DATA QUALITY ISSUES				
Date of Initial Data Quality Assessment: TBD				
Known Data Limitations and Significance (if any):				
Actions Taken or Planned to Address Data Limitations:				
Date of Future Data Quality Assessments:				
Procedures for Future Data Quality Assessments: ADS 203 Data Quality Assessment Tool & Spot Checks by M&E Team				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING				
Data Analysis: M&E Manager, chief of party				
Presentation of Data: Charts				
Review of Data: Ongoing by M&E Manager, quarterly by COP				
Reporting of Data: Quarterly reports to USAID				
OTHER NOTES				
Notes on Baselines/Targets: For ACE, the baseline value is zero				
Year (FY)	Baseline	Targets	Actual	Remarks/Notes
December 2010	TBD	-		The targets are represented in annual net (not cumulative)
2011		2		
2012		3		
2013		3		
2014		2		
LOP Target		10		
THIS SHEET LAST UPDATED ON NOVEMBER 10, 2010				

PERFORMANCE INDICATOR REFERENCE SHEET				
Functional Objective: To strengthen agricultural value chains and find increased market opportunities for Afghanistan agricultural products				
Program Area: Agriculture Modernization and Value Chain development				
Strategic Objective: USAID sub IR 5.1.2 – Increased commercial viability of small and medium farms and agribusinesses				
Intermediate Result: One new Global Development Alliance (GDA) is established by end of year one, and six GDAs established during project life				
Indicator # 3.3: Number of public-private partnerships formed as a result of USG assistance (including GDAs).				
Is this a standard USAID indicator? Yes, USAID F-Indicator				
Reporting Frequency: Quarterly				
DESCRIPTION				
Precise Definition(s): A public private partnership is defined as a formal partnership as evidenced by a contract or MoU, between ACE, MAIL, or other GIROA, USG or other public institution and a private entity. Public institutions are those wholly organized and run by a government. Private entities should be registered as a business in one or more countries. Those counting as GDAs must fall under the definition of GDAs as approved by USAID. Public-private partnerships formed, but not meeting key project deliverables or resulting in a specific output or outcome, will not be counted by the project.				
Unit of Measure: Number				
Calculation: Count of partnerships meeting the above criteria				
Disaggregated by: Province, District				
Activity (ies): Value chain strengthening				
Justification & Management Utility: Task order deliverable				
Geographic Coverage: National				
PLAN FOR DATA ACQUISITION BY ACE				
Data collection method: Signed MoUs and loan contracts				
Data Source: Signed MoUs or contracts, project reports				
Method of data Acquisition: M&E unit will receive information from program units				
Frequency and timing of data Acquisition: Quarterly				
Specific Dates when data will be reported: Data will be reported by the 30th day after the conclusion of the quarter, for inclusion in a quarterly report.				
Estimated Cost of Data Acquisition: Minimal				
Individual responsible at ACE: M&E Manager				
Individuals responsible for providing data to ACE: Field teams				
Location of Data Storage: Electronic records and reports stored within M&E unit				
DATA QUALITY ISSUES				
Date of Initial Data Quality Assessment: TBD				
Known Data Limitations and Significance (if any):				
Actions Taken or Planned to Address Data Limitations:				
Date of Future Data Quality Assessments:				
Procedures for Future Data Quality Assessments: ADS 203 Data Quality Assessment Tool & Spot Checks by M&E Team				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING				
Data Analysis: M&E Manager, chief of party				
Presentation of Data: Charts				
Review of Data: Ongoing by M&E Manager, quarterly by COP				
Reporting of Data: Quarterly reports to USAID				
OTHER NOTES				
Notes on Baselines/Targets: For ACE, the baseline value is zero				
Year (FY)	Baseline	Targets	Actual	Remarks/Notes
December 2010	TBD	-		The targets are represented in annual net (not cumulative)
2011		1		
2012		2		
2013		2		
2014		1		
LOP Target		6		
THIS SHEET LAST UPDATED ON NOVEMBER 10, 2010				

PERFORMANCE INDICATOR REFERENCE SHEET				
Functional Objective: To support MAIL in better coordinating and rationalizing the many donor-funded rural and agricultural initiatives in place				
Program Area: Component 3: Coordination and Knowledge Management				
Strategic Objective: USAID sub IR 5.1.2 – Increased commercial viability of small and medium farms and agribusinesses				
Intermediate Result: The agricultural credit working group, established with ACE support, is recognized for encouraging the development of innovative lending products to the agricultural sector and initiatives to remove constraints to agricultural lending				
Indicator #4.1 Number of conferences, workshops and other initiatives designed to foster increased credit to the agricultural sector carried out through the Agricultural Credit working group				
Project Indicator				
Reporting Frequency: Quarterly				
DESCRIPTION				
Precise Definition(s): Initiatives are conferences, workshops, roundtables, working group sessions carried out through the Agriculture Credit working group whose objective is to develop or issue innovative lending products, remove constraints to agricultural lending and/or change/reform respective sector policies.				
Unit of Measure: Number of activities				
Calculation: A count of activities				
Disaggregated by: Province, District				
Activity (ies): MAIL strengthening				
Justification & Management Utility: MAIL strengthening and success of Ag Credit working group				
Geographic Coverage: National				
PLAN FOR DATA ACQUISITION BY ACE				
Data collection method: Ag Credit Working group participation lists, minutes of meeting				
Data Source: Workshop sign-in sheets, conference sign-in sheets, other program records				
Method of data Acquisition: M&E unit will receive information from program units				
Frequency and timing of data Acquisition: Quarterly				
Specific Dates when data will be reported: For quarterly reports, data must be reported fifteen days following the conclusion of the quarterly reporting period				
Estimated Cost of Data Acquisition: Minimal				
Individual responsible at ACE: M&E Manager				
Individuals responsible for providing data to ACE: Program staff				
Location of Data Storage: Electronic records and reports stored within M&E unit with hard-copy backup documentation housed within M&E unit				
DATA QUALITY ISSUES				
Date of Initial Data Quality Assessment: TBD				
Known Data Limitations and Significance (if any):				
Actions Taken or Planned to Address Data Limitations:				
Date of Future Data Quality Assessments:				
Procedures for Future Data Quality Assessments: ADS 203 Data Quality Assessment Tool & Spot Checks by M&E Team				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING				
Data Analysis: M&E Manager, chief of party				
Presentation of Data: Charts				
Review of Data: Ongoing by M&E Manager, quarterly by COP				
Reporting of Data: Quarterly reports to USAID				
OTHER NOTES				
Notes on Baselines/Targets:				
Year (FY)	Baseline	Targets	Actual	Remarks/Notes
December 2010	0	-		The targets are represented in annual net (not cumulative)
2011		5		
2012		5		
2013		5		
2014		5		
LOP Target		20		
THIS SHEET LAST UPDATED ON NOVEMBER 10, 2010				

PERFORMANCE INDICATOR REFERENCE SHEET				
Functional Objective: To support MAIL in better coordinating and rationalizing the many donor-funded rural and agricultural initiatives in place				
Program Area: Component 3: Coordination and Knowledge Management				
Strategic Objective: USAID sub IR 5.4.4 MAIL core administrative functions improved				
Intermediate Result: A knowledge management facility is established by the end of year one, and becomes recognized over the life of the project as one of the primary sources of credible agricultural information in Afghanistan				
Indicator # 4.2: Number of market information and market intelligence products created and disseminated by the established Knowledge Management Unit				
Project Indicator				
Reporting Frequency: Quarterly				
DESCRIPTION				
Precise Definition(s): Includes any market information products that are disseminated by ACE or MAIL with ACE support				
Unit of Measure: Number of products				
Calculation: A count of the above mentioned activities				
Disaggregated by: Province, District				
Activity (ies): coordination				
Justification & Management Utility: MAIL strengthening and Knowledge Management Unit activities				
Geographic Coverage: National				
PLAN FOR DATA ACQUISITION BY ACE				
Data collection method: Knowledge Management Unit				
Data Source: Copies of market intelligence products and proof of dissemination				
Method of data Acquisition: M&E unit will receive information from Knowledge Management Unit				
Frequency and timing of data Acquisition: Quarterly				
Specific Dates when data will be reported: For quarterly reports, data must be reported 30days following the conclusion of the quarterly reporting period				
Estimated Cost of Data Acquisition: Minimal				
Individual responsible at ACE: M&E Manager				
Individuals responsible for providing data to ACE: Program staff				
Location of Data Storage: Electronic records and reports stored within M&E unit with hard-copy backup documentation housed within M&E unit				
DATA QUALITY ISSUES				
Date of Initial Data Quality Assessment: TBD				
Known Data Limitations and Significance (if any):				
Actions Taken or Planned to Address Data Limitations:				
Date of Future Data Quality Assessments:				
Procedures for Future Data Quality Assessments: ADS 203 Data Quality Assessment Tool & Spot Checks by M&E Team				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING				
Data Analysis: M&E Manager, chief of party				
Presentation of Data: Charts				
Review of Data: Ongoing by M&E Manager, quarterly by COP				
Reporting of Data: Quarterly reports to USAID				
OTHER NOTES				
Notes on Baselines/Targets:				
Year (FY)	Baseline	Targets	Actual	Remarks/Notes
December 2010	0	-		The targets are represented in annual net (not cumulative)
2011		12		
2012		13		
2013		13		
2014		12		
LOP Target		50		
THIS SHEET LAST UPDATED ON NOVEMBER 10, 2010				