



Enterprise Management & Innovation (Pty) Ltd
**SOUTH AFRICA: INCREASING
EMPLOYMENT OPPORTUNITIES IN
AGRICULTURE (AGRILINK II) PROJECT**
(Project No. 670-0326-3-10004)
(Contract No. 674-C-00-01-00032-01)

Performance Monitoring Plan

Prepared by:
Allan Brown
**Performance Monitoring &
Evaluation Specialist**
**Enterprise Management &
Innovation (Pty) Ltd.**

Through:
Jaime Reibel
Chief-of-Party
AGRILINK II Project



For submission to:
Dorvin Stockdale
Cognizant Technical Officer
USAID/South Africa

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TABLE OF CONTENTS

ACCRONYMS AND ABBREVIATIONS.....	iii
GLOSSARY	iv
PART I: THE PERFORMANCE MONITORING PLAN	1
Results Framework Design	7
PART II: PERFORMANCE INDICATOR REFERENCE SHEETS	9
S.O. 5	11
I.R. 5.2	15
I.R. 5.2.1.....	25
I.R. 5.2.2.....	37
I.R. 5.2.3.....	51
I.R. 5.2.4	59
PART III: DATA QUALITY AND EVALUATION SCHEDULE	67
Amendments and Revisions	69

ACRONYMS AND ABBREVIATIONS

AGRILINK II	South Africa: Increasing Employment Opportunities in Agriculture Project
CEOE	Commodity Employment Opportunity Equivalence
COP	Chief-of-Party
CTO	Cognizant Technical Officer
EMI	Enterprise Management and Innovation (Pty) Ltd.
FY	USAID's Fiscal Year
HDE	Historically Disadvantaged Enterprise
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunity Syndrome
GSA	Government of South Africa
FAR	Finance Accessed Report
IR	Intermediate Result
MIR	Market Identified Report
NGO	Non-Governmental Agency
PME	Performance, Monitoring And Evaluation
PMP	Performance Monitoring Plan
R	South African Rand
SMME	Small, Micro and Medium Enterprise
SO	USAID's Strategic Objective
STD	Sexually Transmitted Disease
TB	Tuberculosis
USAID	United States Agency for International Development
US\$	United States of America dollar

GLOSSARY

- Access to Finance** - when the contract for the specific *finance* is signed by both parties, one of which must be at least 50% black-owned, regardless of when the business actually uses the finance and the process has been actively assisted by AGRILINK II Project staff. (IR 5.2.3)
- Agribusiness** - any business predominantly focused on buying, selling, processing and/or marketing agricultural *products*. (IR 5.2)
- Agribusiness Cluster** - a group of ten or more *agribusinesses* focused on supply, production, processing and/or marketing of a common agricultural *product*. (IR 5.2.4)
- Assisted Agribusiness** - when AGRILINK II Project supports a *sale*, purchase, privatization or *access to financing* for a *historically disadvantaged small or medium agribusiness*. (IR 5.2)
- Assisted Agribusiness Cluster** – an *agribusiness cluster* that benefits or will benefit from a *policy reform*, targeted by the AGRILINK II Project. (IR 5.2.4)
- Business Training** - a training session, organized by the AGRILINK II Project, with a curriculum related to *agribusiness*. (IR 5.2.2)
- Developed Product Line**- AGRILINK II Project staff introduced and/or facilitated the process to improve the *profitable product line*. (IR 5.2.1)
- Employment Opportunity** - an opportunity that would supply *sustainable* full-time *employment* for one person at the market-based minimum monthly agricultural wage. (SO 5)
- Enhanced Product Line**- AGRILINK II Project staff improved the process to make the *profitable product line*. (IR 5.2.1)
- Entity** - the *agribusiness* that owned the *product* or asset that was exchanged. (IR 5.2.1 & IR 5.2.3)
- Entrepreneur** - the owner or part-owner of an *HDE small or medium agribusiness* (IR 5.2.2)
- Established market** - when the *market* is organized by an AGRILINK II Project staff and the documents for the exchange are signed by both parties, one of which must be at *HDE small or medium agribusiness*. (IR 5.2.1)
- Export Sales** – those *sales* where the buyer is based outside South Africa. (IR 5.2)
- Financing** –the amount of financial resources, in South African Rands, raised by an *HDE small or medium agribusiness* with *support* from AGRILINK II. Financing includes loans, grants and equity agreements. (IR 5.2.3)
- First-Tier Finance** – *finance* from a formal banking or financial institution. (e.g. a bank) (IR 5.2.3)
- Historically Disadvantaged Enterprise (HDE)** – an enterprise comprising at least 25% Black, Indian, Colored, female or disabled shareholders who are South African citizens or residents. (SO 5)
- Large Entity** - a legally established business larger than a *medium agribusiness*. (IR 5.2.1c)
- Market** - an opportunity to exchange a *product*, assets or money between a *small or medium agribusiness* and another party. (IR 5.2.1a)
- Market Identified** - a *market* organized by an AGRILINK II Project staff member and the documents for the exchange are signed by both parties, one of which must be at least 50 % black owned. (IR 5.2.1a)

Market-Driven - a demand from the **agribusiness** sector for the product that the employee would produce. (SO 5)

Market-Driven Employment Opportunity – an **employment opportunity** that is unsubsidized and commercially supported by the private sector. (SO5)

Medium Agribusiness - an agribusiness with a full-time equivalent paid employment of more than ten but less than 200 people. (IR 5.2)

Mentoring - a business development training session where entrepreneurs from only one agribusiness are present. (IR 5.2.2)

Micro-enterprise - a very small-scale, informally organized business, excluding those involved in staple crop production, undertaken by poor people with ten or fewer workers, including the entrepreneur and family members. Agricultural entrepreneurs involved in commercial activities such as horticulture, dairy farmers, shrimp producers, etc may be micro-enterprises. (SO5)

Policy Issue – an issue related to agricultural policy that is selected by the AGRILINK II Project to focus on. (IR 5.2.4)

Policy Reform - a change in a policy statement at the national, provincial or municipal level. (IR 5.2.4)

Privatized Agribusiness - a change from government ownership to private ownership. (IR 5.2.2)

Product – a commodity or service.

Product Line - a **product** that has value added through some process. (IR 5.2.1)

Profitable Product Line - when the added market value of the **product** exceeds the cost of the process. (IR 5.2.1)

Public Enterprise Agribusiness - a government-owned **agribusiness**. (IR 5.2.2)

Sale - an exchange of goods and/or services between two different parties. The **seller** should be a **HDE small or medium agribusiness** that received **support** from the AGRILINK II Project. (IR 5.2)

Sales Value - the gross **sales** figure. (IR 5.2)

Second-Tier Finance – **finance** from a non-formal or alternative financier. (e.g. a fertilizer company or commodity exporter). (IR 5.2.3)

Seller - is defined as the body that owned the goods or services that were exchanged in a **sale**. (IR 5.2)

Small Agribusiness - an **agribusiness** employing ten people or less, including the owner and family employed. (IR 5.2)

Support - a contribution resulting in a business transaction such as a **sales** contracts, government contracts, business partnerships, joint ventures, equity transactions, mergers and acquisitions, privatizations, purchase of goods and/or services and/or **financing** involving the client **small or medium agribusiness**. (IR 5.2)

Sustainable Employment - employment in a business that generates a net profit, part of which is reinvested in the business. (SO 5)

Technology Transfer - the introduction of a technology, which is new to the owner of a **small or medium agribusiness**, by an AGRILINK II Project staff member. (IR 5.2.2)

Value-Added Technology - a technology that increases the market value of a **product** or the productivity of the **agribusiness**. (IR 5.2.2)

Women-Owned Agribusinesses – an agribusiness with at least 50% or greater female ownership. (IR 5.2)

PART I: THE PERFORMANCE MONITORING PLAN

Strategic Objective 5: Increased Market-Driven Employment Opportunities Created

Performance Indicators:

- *Number of market-driven employment opportunities created.*

The apartheid regime institutionalised the marginalization of small black agribusinesses so that they could not participate in the economic mainstream of the country. They were limited to informal, subsistence agriculture located in resource and infrastructure poor home-lands, with very high unemployment rates. The AGRILINK II Project builds emergent farmers' capacity to identify and respond to business opportunities, including the identification and penetration of new and expanded markets and market niches, leading to their increased commercial viability and ability to provide sustainable and competitive, market-driven employment for themselves and others.

This performance indicator counts the number of job opportunities created by the AGRILINK II Project. A "market-driven employment opportunity" is an abstract concept that is, however, quantifiable and can be directly related to the increased income generated by small and medium-scale agribusiness entrepreneurs. "Market-driven employment opportunities" are defined in the AGRILINK II Project Contract (Section C) as "those that are unsubsidised and commercially supported by the private sector". The value of a "market-driven employment opportunity" has been defined as a basic annual salary of an agricultural worker. The Government of South Africa is in the process of discussing minimum wage for agricultural workers. However, in reality, additional in-kind allowances make it difficult to establish a real minimum wage. The AGRILINK II Project will use the average rural unskilled worker salary for each product in each province.

The direct relationship between increased employment opportunities and increased agricultural sales has been clearly documented. The International Fund for Agricultural Development recognizes that "commercialization, agro-industrialization, and agri-exports have increased demand for labour in rural areas..." Farmers who commercialized their farms saw "higher returns to land and labour". When they were provided with access to markets, technology and credit they consolidated and expanded production.¹ The International Commission on Peace and Food noted "one strategic thrust underlying most of the success stories in job growth has been the emphasis on increase of food production with linkage to non-farm rural enterprises." In Taiwan, between 1952 and 1968, the number of cultivators increased five-fold, leading to dramatic increase in output and productivity and the creation

¹ International Fund for Agricultural Development, "Rural Poverty Report 2001 - The Challenge of Ending Rural Poverty" Chapter 5,

of 133,000 jobs in post harvest and processing activities. India's Eighth Five Year Plan (2000) established a specialized agency, the Small Farmer's Agribusiness Consortium, to create 45 million new agricultural jobs and an additional 10 million jobs down-stream in agro-industries. It notes that the cost to create an agricultural job is only 4% of the cost of a job in the private commercial sector.²

For the purpose of this performance indicator, employment opportunities are calculated by looking at the net profit on actual sales and dividing that by the cost to employ one person for a year. An example: The average sales value of a three-year old steer in Eastern Cape sold through an AGRILINK II Project linkage in 2001 was R1,543. The normal production costs, not including labour costs, are R153 over the three years. So the gross profit is R1,390. Allowing for an annual 10% reinvestment in the agribusiness, i.e. R139, then the net profit is R1,251 or 81% of the sale value. Therefore, if a farmer sells cattle for R100,000, there would be a net profit of R81,000. The average basic salary in the cattle business is R5,520 for a year. So a sale of R100,000 would create approximately 14 employment opportunities ($R81,000 \div R5,520 = 14.67$). The above is an example. This Commodity Employment Opportunity Equivalence (CEOE) is computed at least once a year for each commodity and in each province.

Intermediate Result 5.2: Increased commercial viability of existing small and medium agribusiness

Performance Indicators:

- *Number of sales supported*
- *Value of sales supported*
- *Number of HDE small and medium agribusinesses assisted*

The AGRILINK II Project targets existing small and medium agribusinesses and, in particular, historically disadvantaged emergent farmers. For the purposes of this strategic objective, an agribusiness is defined as any business predominantly focused on selling, buying, processing and/or marketing agricultural products, is growth-oriented and reinvests a portion of the profit generated.

The Government of South Africa, in the National Small Business Act, 1996, defines a small agribusiness as an enterprise with: (a) an asset value of R150,000 or more, but less than R2 million, (b) with an annual turnover of R150,000 or more, and less than R2 million, and (c) with a full-time equivalent of 5 paid employees or more, but less than 50. A medium agribusiness is defined as an enterprise with: (a) an asset value of R2 million or more, but less than R4 million, (b) with an annual turnover of R2 million or more, but less than R4 million and (c) with a full-time equivalent of 50 paid employees or more, but less than 100.

² International Commission on Peace and Food, Employment Working Group Report, "Employment for all by 2000 – From Job-less Growth to Job-led Growth", 2000

The Government definitions separately define micro-enterprises, cover the entire field of commerce, and apply to all provinces of South Africa. If used in this plan, they would exclude a large group of customers that this strategic objective specifically seeks to serve - the sole-proprietorship black emergent farmers and agribusiness entrepreneurs. Therefore, the above definitions have been modified to be more realistic for the agricultural sector and the four provinces where AGRILINK II Project activities are focused.

The USAID/South Africa Strategic Objective team has defined a small or medium agribusiness as an enterprise with a full-time equivalent paid employment of not more than 200 people.

An increase in the number and value of agribusiness sales is a direct measure of the increased commercial viability of the agribusinesses and a clear indicator of the impact of the linkages developed by the AGRILINK II Project. The Project will count sales, i.e. the exchange of commodities, assets or money between a small or medium agribusiness entity and another party, which have been organized by the AGRILINK II Project staff. We will only count sales where the seller is a historically disadvantaged small or medium agribusiness.

The total number and value of sales will be disaggregated into number and value of export sales, sales by micro entrepreneurs, sales by women-owned agribusiness (50% or more shareholding) as well as the province where the small or medium agribusiness seller is based.

The Rand value of these sales measures the size of the sales and is indicative of the amount of money introduced into the agribusiness sector.

The second indicator is the number of small and medium agribusiness assisted. This is an output indicator which is a measure of the size of outreach of the business services offered by AGRILINK II Project. This, to some extent, answers the question of number of beneficiaries. This indicator counts the number of small and medium agribusinesses assisted in the course of the year, either with greater access to markets (selling and buying) or greater access to finance.

Intermediate Result 5.2.1: Markets for small and medium agribusiness growth identified

Performance Indicators:

- *Number of markets identified*
- *Number of profitable product lines developed or enhanced*
- *Number of markets established with large entities*

The AGRILINK II Project will identify and develop profitable sustainable, niche and high value markets and link these markets with small and medium agribusinesses. This indicator measures impact as the markets are only counted when a sale takes place. The performance

indicator directly and objectively measures the number of these linkages made, as well as those made with major buyers. In addition, new profitable product lines will be counted. As a packet, these indicators adequately measure the output of activities to identify markets for small and medium agribusiness growth. It is practical to collect data for this indicator, as AGRILINK II Project staff is directly involved and can collect copies of legal contracts as auditable supporting documentation.

Intermediate Result 5.2.2 Enhanced small and medium agribusiness capacity to respond to markets

Performance Indicators:

- *Number of entrepreneurs who receive business training*
- *Number of entrepreneur-hours of business training*
- *Number of value-added technology transfers*
- *Number of privatised public enterprises*
- *Value of privatised public enterprises*

The AGRILINK II Project will increase owners of small and medium agribusinesses capacity to respond to markets by offering them business skills training and technologies to increase production. In addition, the AGRILINK II Project will promote the privatisation of public agricultural enterprises, to allow small and medium entrepreneurs to participate in the management and ownership of, and supply to these entities. The indicators selected are direct output indicators.

Intermediate Result 5.2.3 Increased small and medium agribusiness access to finance

Performance Indicators:

- *Number of financial instruments accessed*
- *Value of finance accessed*

The AGRILINK II Project will create access to finance through formal and informal financial institutions. The indicators measure the impact of the AGRILINK II Project's efforts to create agribusiness access to finance. They measure the number of times and the actual Rand amounts of finance that small and medium agribusinesses have been given access to through the AGRILINK II Project. The indicators are direct, objective, practical and adequate to measure the intended result.

Intermediate Result 5.2.4 Reduced policy and regulatory constraints to small and medium agribusiness development

Performance Indicators:

- *Number of business clusters assisted with policy reforms*

- *Number of policy reforms that reduce constraints to small and medium agribusiness development*
- *Matrix score on the evolution of policy issues key to employment generation in small and medium agribusinesses.*

The AGRILINK II Project will identify constraints to small and medium agribusiness development and will assist the GSA to reduce these constraints. Activities will include assistance to national and provincial bodies in drafting new laws and regulations and improving existing laws and regulations.

These direct indicators measure the impact of the AGRILINK II Project's assistance. They are objective and have integrity, in as much as the consultant determining the benefits of policy changes is independent from the consultant offering the assistance to the GSA.

The matrix will plot the process of policy evolution from issue identification, through to implementation of legislation, for each issue identified.

Gender Issues:

It is recognized that men are more likely to be involved in the public business transactions of the agribusiness, however the women would have had a significant daily involvement. Increased commercial viability, as measured by increased sales, also help women who are actively involved in the business and are part-owners through either civil or customary marriage. The USAID/South Africa Strategic Objective team has defined "women-owned" agribusinesses as agribusinesses where women own 50% or more of the enterprise.

The majority of the performance indicators will be disaggregated to show "women-owned agribusiness" targets. The target percentages are the same for most indicators. The only two indicators that count the actual number of women present are the training indicators 5.2.2 A & B, and the targets for these are 50%, as required in the AGRILINK II Project Contract.

HIV/AIDS Indicators:

The AGRILINK II Project has a specific HIV/AIDS Awareness, Prevention and Mitigation Program, with specific NGO sub-grantee activities. This would qualify as a "community-based program supporting HIV/AIDS/ STD and TB program initiatives", as described in the USAID/South Africa Mission's Performance Monitoring Plan Intermediate Result 3.2.3. "Increased community support for HIV/AIDS/ STD and TB prevention and mitigation services". After discussion with USAID's SO.3 Health Team, we could not identify any other indicators on which we could report at the appropriate level required in their

Performance Monitoring Plan. However, the AGRILINK II Project has developed indicators to track performance and progress that will be reported on. They are:

- *Number of people who have been tested, treated and/or counselled in NGO-organised or sponsored facilities.*
- *Number of condoms distributed.*

Performance Indicator Reference Sheets for these have not been included, as they are not part of the formal data reporting required under the contract. However, the AGRILINK II Project will make every effort to ensure that data reported in the narrative is of high quality.

Quality Assessments:

An initial quality assessment of the data that will be produced from each of the performance indicators is included in the Performance Indicator Reference Sheets. The quality of data will be reassessed every twelve months and the Performance Indicator Reference Sheets updated to reflect that assessment.

The schedule for quality assessments and the log of changes made to Performance Indicator Reference Sheets are found in Part III.

Baselines and Targets:

As of the start of the AGRILINK II Project on August 13, 2001, the baseline was established as zero, since there was no previous work in the two new provinces in the expanded project (KwaZulu-Natal and Limpopo Province). In addition, the performance indicator definitions have changed and data gathered in the AGRILINK I Project would not be compatible with this Performance Monitoring Plan.

The targets are taken from the AGRILINK II Project Proposal and rounded-up appropriately. They were based on experience in the one-year AGRILINK I Project in Eastern Cape Province. The currency targets, originally set in dollars, were converted to Rand, using the exchange rate used in the AGRILINK II Project Contract (US\$1.00 = R7.80).

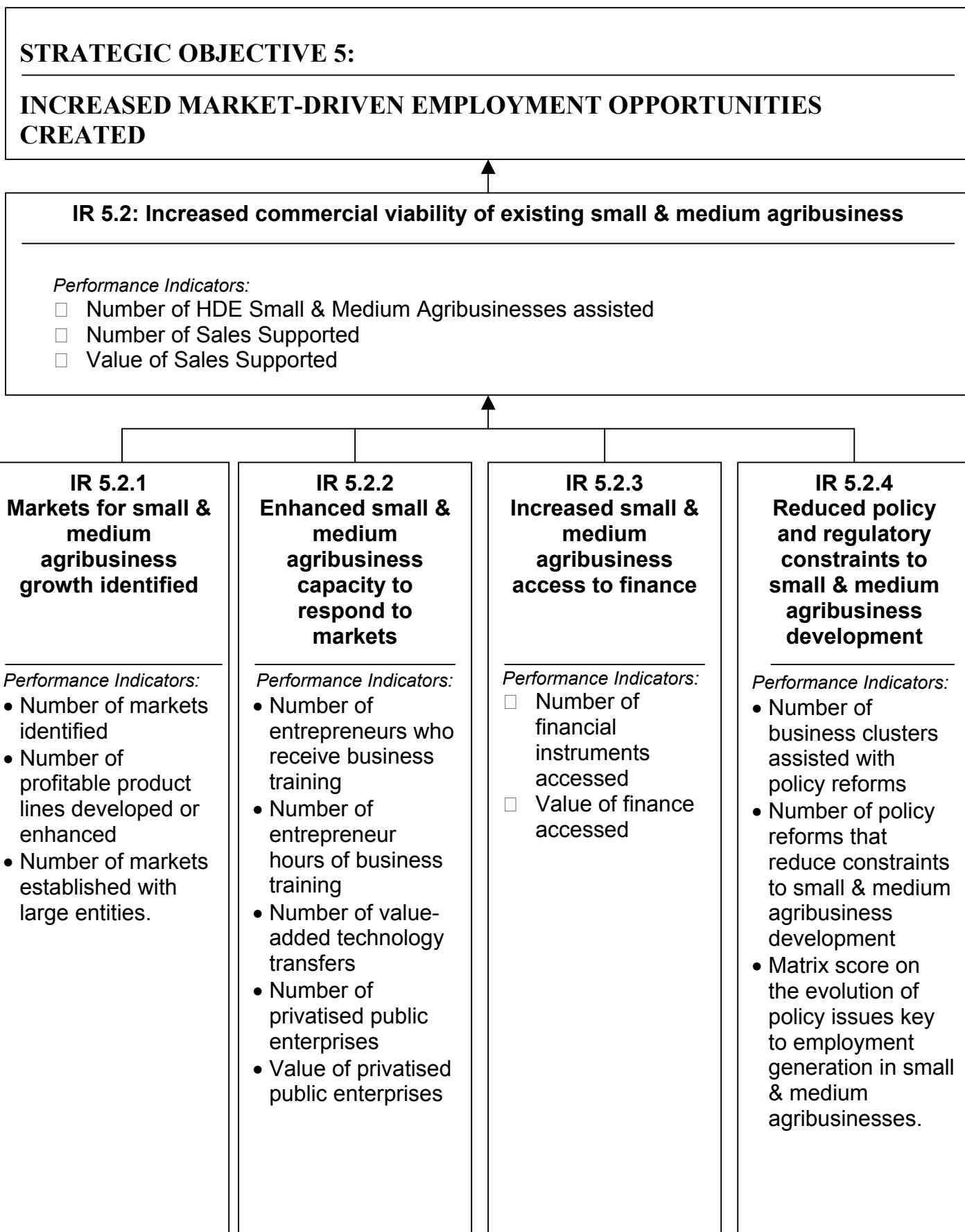
The annual targets were established using a variable-growth model for each of the three provinces, and projected over the five-year period. All the totals are cumulative.

As mentioned above, all the gender targets are the same cumulative percentages except for the training indicators, which are set at 50%, as required in the AGRILINK II Project Contract.

The significant revision to the Key Performance Indicators identified by USAID in May 2003, has given the AGRILINK II Project a chance to review past performance and establish new targets and baselines for those Key Performance Indicators.

The AGRILINK II PROJECT Results Framework Diagram

□ = Key Performance Indicators reported to USAID/Washington



PART II: PERFORMANCE INDICATOR REFERENCE SHEETS

The Performance Indicator Reference Sheets that follow include:

- The detailed description,
- The plan for data collection,
- The plan for data analysis and reporting,
- A data quality analysis, and
- The performance data table for each performance indicator.

Specific instruments used for data capture and reporting, as well as examples, follow directly after the relevant Performance Indicator Reference Sheets.

These sheets may be revised, but the USAID CTO must approve significant changes in any section. The Data Quality (Section D) for each indicator will be reviewed annually in October. The Performance Data Table (Section E) will be updated annually in October from data reported to USAID.

Characteristics of Effective Performance Indicators

We use performance indicators to measure and track the progress of activities toward achieving expected results. Although there are no “perfect” indicators, performance indicators should be consistent and comparable over time and in different settings. We have used the following guidelines to describe the performance indicators that are reported in this PMP. An indicator only indicates progress toward a target - it is not meant to be a full description of everything achieved.

- **Direct:** An indicator that closely tracks the result it is intended to measure.
- **Objective:** An indicator that is unambiguous about (1) what is being measured, and (2) what data are being collected. Objective indicators are uni-dimensional and operationally precise.
- **Practical:** An indicator for which data can be obtained in a timely way and at reasonable cost.
- **Adequate:** Taken as a group, a performance indicator and its companion indicators that are the minimum necessary to ensure that progress toward the given result is sufficiently captured.

Data Quality Standards

Performance data reported in the PMP must be as complete, accurate, and consistent as management needs and resources permit. There is always a trade-off between the cost and the quality of data. Project staff should balance these two factors to ensure that the data used are of sufficiently high quality to support management decisions. At the same time, the team must not expend so many resources that achievement of Project’s Results is impaired. In addition,

to be useful in managing for results and credible for reporting, performance data must meet reasonable standards of validity, reliability, timeliness, precision, and integrity:

- **Data Validity:** Data are valid to the extent that they clearly, directly, and adequately represent the result that was intended to be measured. Simple errors in reports can adversely affect data validity.
- **Data Reliability:** Data must reflect stable and consistent data collection processes and analysis methods from over time. Staff must use the documented method of collection of data. One of the best tests of reliability is whether another researcher can go back to the same raw data set and come up with the same answer that was reported before.
- **Data Timeliness:** Data should be available with enough frequency and should be sufficiently current to inform management decision-making at the appropriate levels. Effective management decisions depend upon regular collection of up-to-date performance information.
- **Data Precision:** Data should be sufficiently accurate to present a fair picture of performance and enable the Project Management Team to make confident management decisions.
- **Data Integrity:** Data that are collected, analyzed, and reported has established mechanisms in place to reduce the possibility that they are manipulated for political or personal reasons. It remains extremely important, because if data are altered for any reason, they are no longer useful for performance management. One of the most important quality controls is for Project staff to ensure that data are accurately transcribed from the source to weekly reporting.

Performance Indicator Reference Sheet	
<i>Strategic Objective: 5. Increased Market-Driven Employment Opportunities Created</i>	
Intermediate Result: n/a	
Indicator: Number of market-driven employment opportunities created	
Date Established: December 1, 2001	Date Last Reviewed: March 2003
A. Description	
<p>Precise Definition(s): An “employment opportunity” is defined as an opportunity that would supply sustainable full-time employment for one person at the market-based minimum monthly agricultural wage. “Market-driven” employment is defined as a demand from the agribusiness sector for the product that the employee would produce. “Sustainable” employment is defined as employment in a business that generates a net profit, part of which is reinvested in the business.</p> <p>Unit of Measure: Number of opportunities</p> <p>Disaggregated by: Province.</p> <p>Justification/Management Utility: This indicator is a direct indicator. There is an internationally recognized direct logical linkage between the input of finance into a sector of the national economy and the increase in employment in that sector. In addition, it is recognized that increasing a person’s income creates employment indirectly through increased consumption patterns. This indicator is quantitative and objective. It is derived from primary data collected by AGRILINK II Project staff. The collection of the primary data is practical and reliable.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: The sales value of markets identified for a given product is collected at the end of each exchange. (See Indicator 5.2.1A) The employment opportunities generated in each exchange are calculated as a ratio of the total value of sales for each product.</p> <p>Data Source(s): The primary data comes from the record of transactions collected by Linkage Officers.</p> <p>Timing / Frequency of Data Collection: Primary data is collected at the end of each transaction.</p> <p>Estimated Cost of Collection: Minimal for primary data collection. Some costs are involved in annually establishing the CEOEs for each commodity using surveys.</p> <p>Responsible Organization/Individual(s): Linkage Officers</p> <p>Location of Data Storage: Primary data will be stored in the provincial offices. Data reported weekly and annual CEOE worksheets will be filed at the AGRILINK II Project national office.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
<p>Data Analysis: The total value of a market identified on one occasion is multiplied by the Commodity Employment Opportunity Equivalence (CEOE). The CEOE will be calculated at least annually for each commodity, using a standard formula. See Section E. “Method of Calculation”.</p> <p>Presentation of Data: Presented in the Provincial Weekly Report. Tables are presented monthly to USAID, with monthly and cumulative totals.</p> <p>Review of Data: The PME Manager and the Deputy COP (Program) will review the data monthly.</p> <p>Reporting of Data: Linkage Officers will report both the primary and analyzed data weekly to Provincial Managers. Provincial Managers review the data before reporting it to the Deputy COP (Program) The COP reports to the CTO, USAID South Africa, in the Monthly Report.</p>	
D. Data Quality Issues	
<p>Initial Data Quality Assessment: The indicator, although abstract, is derived from actual data. It directly measures what was intended, is reliable, timely and has integrity. Precision is determined by the CEOEs. It has medium–high quality. The data for cost of production of a commodity will be taken from the current Provincial Department of Agriculture and Land Affairs “Enterprise Budget”. Where a commodity is not surveyed in the publication, average actual costs will be assessed from individual agribusinesses. The average basic wage will be assessed from an annual survey of agricultural wages conducted by AGRILINK II Project staff.</p> <p>Known Data Limitations and Significance (if any):</p> <ul style="list-style-type: none"> • The method of assessing employment opportunities is entirely dependent on the annual evaluation of the CEOE for each commodity in each province. • Profit margins for commodities can vary during the year. • There is no set Government minimum agricultural wage level. If it is established, it may be political rather than realistic and not utilized. 	

Action Taken or Planned to Address Data Limitations:

- Considerable emphasis will be placed on establishing reliable CEOEs.

E. Performance Data Table

Method of Calculation: Job opportunities = Total Rand value of the sale of a commodity multiplied by the Commodity Employment Opportunity Equivalence.

The Commodity Employment Opportunity Equivalence (**CEOE**) = The ratio of net profit to sales value divided by the annual basic wage for that commodity. See the worksheet on the following page.

$$CEOE = \frac{(1-R)*(V-\Sigma E)}{12*W*V}$$

Where V= average value of a unit of the commodity
 ΣE= sum of the costs (not including labor) to produce the unit
 W= basic monthly wage
 R= percentage of net profit reinvested to be sustainable (10%)

The CEOE is calculated for each commodity in each province at least once a year. Where there is a considerable change within a 12-month period, then the CEOE could be revised.

The annual basic wage will be assessed from an annual survey of agricultural wages conducted by AGRILINK II Project staff.

Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year, e.g. FY 2001 is from October 1, 2000 to September 30, 2001.

Rationale for Selection of Baselines and Targets: Targets were established by AGRILINK II Project staff based on past experience on the AGRILINK I Project in Eastern Cape Province. The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition.

Total	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	8,300	21,094	
2003	17,500		
2004	29,000		
2005	41,500		
2006	55,000		
Final	55,000		

Comments:

Eastern Cape	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	2,300	9,186	
2003	5,300		
2004	8,800		
2005	12,300		
2006	15,800		
Final	15,800		

Comments:

KwaZulu-Natal	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	3,000	8,168	
2003	6,100		
2004	10,100		
2005	14,600		
2006	19,600		
Final	19,600		

Comments:

Limpopo Province	Target / Planned	Actual	Comments
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AGRILINK II Project Performance Monitoring Plan

2001 (Baseline)	0		
2002	3,000	3,740	
2003	6,100		
2004	10,100		
2005	14,600		
2006	19,600		
Final	19,600		
Comments:			

The AGRILINK II Project Commodity Employment Opportunity Equivalence (CEOE) Worksheet

Commodity: Cattle
Province: Eastern Cape
Date: 20-Dec-01
Unit: 1 steer

Average Sales Value of Unit	1,543.00 Rand	V
Expenses: <i>(list below but exclude labour)</i>		
PDA Enterprise Budget Expenses	153.34 Rand	
Total Expenses per unit:	153.34 Rand	ΣE
Net Profit <i>(sale value minus expenses)</i>	1,389.66 Rand	$V - \Sigma E$
Reinvestment in Business Growth (10%)	138.97 Rand	$(0.1) * (V - \Sigma E)$
Net Profit Minus Reinvestment	1,250.69 Rand	$(1 - 0.1) * (V - \Sigma E)$
Ratio of Net Profit to Sale Value	81%	$\frac{0.9 * (V - \Sigma E)}{V}$
Employment Wage per Month	460 Rand	W
Employment Wage per Year	5,520 Rand	$12 * W$
The CEOE is	0.000147 per Rand sale	$\frac{0.9 * (V - \Sigma E)}{12 * W * V}$

E.g. a R100,000 sale of cattle produces 14 employment opportunities.

Performance Indicator Reference Sheet	
<p><i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i></p> <p>Intermediate Result: IR 5.2: Increased commercial viability of existing small & medium agribusiness</p> <p>Indicator: 5.2.A Number of Sales Supported</p>	
Date Established: June 3, 2003	Date Last Reviewed:
A. Description	
<p>Precise Definition(s):</p> <p>A “sale” is defined as an exchange of goods and/or services between two different parties. The seller should be a HDE small or medium agribusiness that received support from the AGRILINK II Project.</p> <p>“Support” is defined as a contribution resulting in a business transaction such as a sales contracts, government contracts, business partnerships, joint ventures, equity transactions, mergers and acquisitions, privatizations, purchase of goods and/or services and/or financing involving the client small or medium agribusiness.</p> <p>An “agribusiness” is defined as any business predominantly focused on buying, selling, processing and/or marketing agricultural products.</p> <p>A “small” agribusiness has been defined as an agribusiness employing ten people or less, including the owner and family employed.</p> <p>A “medium” agribusiness has been defined as an enterprise with a full-time equivalent paid employment of more than ten but less than 100 people.</p> <p>A “historically disadvantaged” enterprise (HDE) is defined as comprising at least 25% Black, Indian, Coloured, female or disabled shareholders who are South African citizens or residents.</p> <p>A “micro-enterprise” is a very small-scale, informally organized business, excluding those involved in staple crop production, undertaken by poor people with ten or fewer workers, including the entrepreneur and family members. Agricultural entrepreneurs involved in commercial activities such as horticulture, dairy farmers, shrimp producers, etc may be micro-enterprises.</p> <p>“Women-owned” agribusinesses are considered enterprises with at least 50% or greater female ownership.</p> <p>“Export” sales are defined as those where the buyer is based outside South Africa.</p> <p>A “seller” is defined as the body that owned the goods or services that were exchanged.</p> <p>Unit of Measure: A sale by a HDE small or medium agribusiness entity.</p> <p>Disaggregated by: Data will be disaggregated into the number of sales: (1) for export ;(2) by women-owned agribusinesses; (3) by micro-enterprise agribusinesses; and (4) for the provincial locations of the agribusinesses.</p> <p>Justification/Management Utility: This is an indicator of intermediate impact. There is a direct link between increased sales and increased commercial viability. It is objective since it is supported by legal documents. It is practical to collect the data since AGRILINK II Project employees are directly involved with the sales and can collect the documentation easily.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Primary data is reported on the Market Identified Report by the AGRILINK II Project staff, along with the supporting documentation. Auctions are reported on a different form, the Auction Report.</p> <p>Data Source(s): Supporting documentation must include; 1) evidence of the completed sale e.g. an independent legal document such as a contract, memorandum of understanding, financial statements or other form of documentation which demonstrates the number, value and type of good or service being transferred, 2) evidence of AGRILINK II Project support e.g. a request for services, or other document from the agribusiness and 3) evidence that the business is HDE small or medium agribusiness.</p> <p>Timing / Frequency of Data Collection: Data is reported after collection of the supporting documentation</p> <p>Estimated Cost of Collection: If the client is previously aware of the need for documentation, not significant.</p> <p>Responsible Organization/Individual(s): Linkage Officers report the sale to the Reporting System Administrator.</p> <p>Location of Data Storage: AGRILINK II Project PME files in national office, Johannesburg, Gauteng.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
<p>Data Analysis: The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, and enters the data into the PMP Database manually.</p>	

Presentation of Data: Totals are aggregated and disaggregated each month. Tables are presented monthly to Deputy COP (Admin), with monthly and cumulative totals for the year.

Review of Data: The Deputy COP (Admin) reviews the primary data and the aggregated totals for each Province and presents it to the COP.

Reporting of Data: Deputy COP (Admin) prepares the Monthly report for the COP. The COP reports monthly and cumulative totals for the year to the USAID CTO monthly. The COP also reports quarterly with quarterly and year-to-date totals and disaggregated totals.

D. Data Quality Issues

Initial Data Quality Assessment: The primary data is of high quality. The data directly and completely represent the result intended to be measured. It is precise because it is unitary, reliable because it is backed by legal documents, attributable because there is ample activity reporting showing support, and timely because it can be collected at the termination of the sale.

Known Data Limitations and Significance (if any):

- Data is accumulated from field to national. There is the normal chance of transcription and data entry error.
- Staff may maliciously fabricate data, since the data also contributes to personnel evaluation criteria.

Action Taken or Planned to Address Data Limitations: (See Part III)

- Provincial Managers review Activity Reports, to check for inconsistencies and make frequent field visits to verify meetings. They also meet independently with clients.
- The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, before entering the data into the PMP Database manually.
- Reporting System Administrator randomly samples 15% of the data reports each month and makes spot checks with the clients directly for reliability and attribution.
- Deliberate misreporting of performance data is a basis for termination of employment contract.

Margin of Error: The margin of error only rests in transcription and this is checked three times. There is no sampling in data gathering. Officers will not under report as this data contribute significantly to their personnel evaluation. The margin of error is negligible - less than 0.01% of the total number of sales.

E. Performance Data Table

Method of Calculation: The count of the number of sales by one HDE small or medium agribusiness. If the support provided does result in multiple sales, these will also be counted as long as they fall within 12 months of the last support provided.

Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year, e.g. FY 2000 is from October 1, 1999 to September 30, 2000.

Rationale for Selection of Baselines and Targets:

Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK II Project in Eastern Cape Province. The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition.

Total	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			
2006			
Final			
Comments:			
Eastern Cape	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			
2006			
Final			

Comments:			
KwaZulu-Natal	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			
2006			
Final			
Comments:			
Limpopo Province	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			
2006			
Final			
Comments:			
North West Province	Target / Planned	Actual	Comments
2003(Baseline)			
2004			
2005			
2006			
Final			
Comments:			

The AGRILINK II Project

MARKET IDENTIFIED REPORT

Date Contract Signed(eg.18 Feb 02):

AGRILINK II Officer:

Province:

Activity Report Reference #:

Commodity sold:

Value of Commodity sold:

Quantity of Commodity Sold: unit

The Seller

Business Name:

AGRILINK Client ID #

Who signed the Contract?

Position:

Name of Owner/s:

Tel:

Business Address:

Mark box with X

Request for Services

First Report for this Reporting Year

Government

HDE with less than 200 employees

Women own 50%

Microenterprise(*employs 10 or less and no crops*)

Total People employed

Women employed

Potential New

The Buyer

Business Name:

AGRILINK Client ID #

Who signed the Contract?

Position:

Name of Owners:

Tel:

Business Address:

Commodity Exported

Mark box with X

Request for Services

First Report for this Reporting Year

Government

HDE with less than 200 employees

Women own 50%

Microenterprise(*employs 10 or less and no crops*)

Total People employed

Women employed

Potential New

Number of Sales	0	Value of Sales	R 0
Number of Sales by Women-Owned Agribusiness	0	Value Women Sales	R 0
Number of sales by Microenterprise	0	Value Micro Sales	R 0
Number of New HDE Small or Medium Agribusiness assisted	0	New Women-Owned	0
Number of New HDE Micro-Agribusiness assisted	0		
Number of Markets Identified for Agribusiness	0	with Women	0
Number of Markets identified for Microenterprise	0		
Number of Markets Identified with Large Entities	0	with Women	0
Number of Privatised Enterprises	0	with Women	0
Value of Privatised Enterprises	R 0		

Attach documents showing

- Legal Contract/s with name of both parties, date and value
- AGRILINK II involvement

DB Record No.

Entry Date:

Performance Indicator Reference Sheet	
<p><i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i></p> <p>Intermediate Result: IR 5.2: Increased commercial viability of existing small & medium agribusiness</p> <p>Indicator: 5.2.B Value of Sales Supported</p>	
Date Established: June 3, 2003	Date Last Reviewed:
A. Description	
<p>Precise Definition(s): The “value” of sales is the gross sales figure. A “sale” is defined as an exchange of goods and/or services between two different parties. The seller should be a HDE small or medium agribusiness that received support from the AGRILINK II Project. “Support” is defined as a contribution resulting in a business transaction such as a sales contracts, government contracts, business partnerships, joint ventures, equity transactions, mergers and acquisitions, privatizations, purchase of goods and/or services and/or financing involving the client small or medium agribusiness. An “agribusiness” is defined as any business predominantly focused on buying, selling, processing and/or marketing agricultural products. A “small” agribusiness has been defined as an agribusiness employing ten people or less, including the owner and family employed. A “medium” agribusiness has been defined as an enterprise with a full-time equivalent paid employment of more than ten but less than 100 people. A “historically disadvantaged” enterprise (HDE) is defined as comprising at least 25% Black, Indian, Coloured, female or disabled shareholders who are South African citizens or residents. A “micro-enterprise” is a very small-scale, informally organized business, excluding those involved in staple crop production, undertaken by poor people with ten or fewer workers, including the entrepreneur and family members. Agricultural entrepreneurs involved in commercial activities such as horticulture, dairy farmers, shrimp producers, etc may be micro-enterprises. “Women-owned” agribusinesses are considered enterprises with at least 50% or greater female ownership. “Export” sales are defined as those where the buyer is based outside South Africa. A “seller” is defined as the body that owned the goods or services that were exchanged. Unit of Measure: The Rand value of a sale by a HDE small or medium agribusiness entity. Disaggregated by: Data will be disaggregated into the value of sales: (1) for export; (2) originating from women-owned agribusinesses; (3) originating from micro-enterprise agribusinesses, (4) the provincial locations of the agribusinesses. Justification/Management Utility: This is an indicator of intermediate impact. There is a direct link between increased sales and increased commercial viability. It is objective since it is supported by legal documents. It is practical to collect the data since AGRILINK II Project employees are directly involved with the sales and can collect the documentation easily.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Primary data is reported on the Market Identified Report by the AGRILINK II Project staff, along with the supporting documentation. Auctions are reported using the Auction Report.</p> <p>Data Source(s): Supporting documentation must include; 1) evidence of the completed sale e.g. an independent legal document such as a contract, memorandum of understanding, financial statements or other form of documentation which demonstrates the number, value and type of good or service being transferred, 2) evidence of AGRILINK II Project support e.g. a request for services, or other document from the agribusiness and 3) evidence that the business is HDE small or medium agribusiness.</p> <p>Timing / Frequency of Data Collection: Data is reported after collection of the supporting documentation</p> <p>Estimated Cost of Collection: If the client is previously aware of the need for documentation, not significant.</p> <p>Responsible Organization/Individual(s): Linkage Officers report the sale to the Reporting System Administrator.</p> <p>Location of Data Storage: AGRILINK II Project PME files in national office, Johannesburg, Gauteng.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
<p>Data Analysis: The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, makes currency conversions where necessary, and enters the data into the PMP Database manually.</p>	

Presentation of Data: Totals are aggregated and disaggregated each month. Tables are presented monthly to Deputy COP (Admin), with monthly and cumulative totals for the year.

Review of Data: The Deputy COP (Admin) reviews the primary data and the aggregated totals for each Province and presents it to the COP.

Reporting of Data: Deputy COP (Admin) prepares the Monthly report for the COP. The COP reports monthly and cumulative totals for the year to the USAID CTO monthly. The COP also reports quarterly with quarterly and year-to-date totals and disaggregated totals.

D. Data Quality Issues

Initial Data Quality Assessment: The primary data is of high quality. The data directly and completely represent the result intended to be measured. It is reliable because it is backed by legal documents, attributable because there is ample activity reporting showing support, and timely because it can be collected at the termination of the sale.

Known Data Limitations and Significance (if any):

- Data is accumulated from field to national. There is the normal chance of transcription and data entry error. There is a rounding error from cents to Rands.
- Staff may maliciously fabricate data, since the data also contributes to personnel evaluation criteria.

Action Taken or Planned to Address Data Limitations: (See Part III)

- Provincial Managers review Activity Reports, to check for inconsistencies and make frequent field visits to verify meetings. They also meet independently with clients.
- The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, makes currency conversions where necessary, before entering the data into the PMP Database manually.
- Reporting System Administrator randomly samples 15% of the data reports each month and makes spot checks with the clients directly for reliability and attribution.
- Deliberate misreporting of performance data is a basis for termination of employment contract.

Margin of Error: The margin of error rests in transcription (this is checked three times), rounding cents to Rands and conversion of foreign currencies to Rand. There is no sampling in data gathering. Officers will not under-report as this data contributes significantly to their personnel evaluation. The margin of error is negligible - less than 0.01% of the total value of sales.

E. Performance Data Table

Method of Calculation: The count of the value of sales by one HDE small or medium agribusiness. If the support provided results in multiple sales, these will also be counted as long as they fall within 12 months of the last support provided. For sales paid in a non-Rand currency, they will be converted into Rands based on the rate of the day of the last signature of the contract, sourced at www.x-rates.com (see historic lookup).

Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year, e.g. FY 2000 is from October 1, 1999 to September 30, 2000.

Rationale for Selection of Baselines and Targets:

Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK II Project in Eastern Cape Province. The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition.

Total	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			
2006			
Final			
Comments:			
Eastern Cape	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			

AGRILINK II Project Performance Monitoring Plan

2005			
2006			
Final			
Comments:			
KwaZulu-Natal	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			
2006			
Final			
Comments:			
Limpopo Province	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			
2006			
Final			
Comments:			
North West Province	Target / Planned	Actual	Comments
2003(Baseline)			
2004			
2005			
2006			
Final			
Comments:			

Performance Indicator Reference Sheet	
<p><i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i></p> <p>Intermediate Result: IR 5.2: Increased commercial viability of existing small & medium agribusiness</p> <p>Indicator: 5.2.C Number of Small and Medium Agribusinesses Assisted</p>	
Date Established: June 3, 2003	Date Last Reviewed:
A. Description	
<p>Precise Definition(s):</p> <p>An agribusiness is “assisted” when AGRILINK II Project supports a sale, purchase, privatization or access to financing for a historically disadvantaged small or medium agribusiness.</p> <p>A “sale” is defined as an exchange of goods and/or services between two different parties. The seller should be a HDE small or medium agribusiness that received support from the AGRILINK II Project.</p> <p>“Support” is defined as a contribution resulting in a business transaction such as a sales contracts, government contracts, business partnerships, joint ventures, equity transactions, mergers and acquisitions, privatizations, purchase of goods and/or services and/or financing involving the client small or medium agribusiness.</p> <p>An “agribusiness” is defined as any business predominantly focused on buying, selling, processing and/or marketing agricultural products.</p> <p>A “small” agribusiness has been defined as an agribusiness employing ten people or less, including the owner and family employed.</p> <p>A “medium” agribusiness has been defined as an agribusiness with a full-time equivalent paid employment of more than ten but less than 100 people.</p> <p>A “historically disadvantaged enterprise” (HDE) is defined as an enterprise comprising at least 25% Black, Indian, Coloured, female or disabled shareholders who are South African citizens or residents.</p> <p>A “micro-enterprise” is a very small-scale, informally organized business, excluding those involved in staple crop production, undertaken by poor people with ten or fewer workers, including the entrepreneur and family members. Agricultural entrepreneurs involved in commercial activities such as horticulture, dairy farmers, shrimp producers, etc may be micro-enterprises.</p> <p>“Women-owned” agribusinesses are considered agribusinesses with at least 50% or greater female ownership.</p> <p>The “seller” is defined as the body that owned the goods or services that were exchanged.</p> <p>Unit of Measure: An HDE small or medium agribusiness</p> <p>Disaggregated by: Data will be disaggregated into the number of agribusinesses (1) which are women-owned enterprises; (2) which are micro-enterprises, and (3) by the provincial locations of the agribusinesses.</p> <p>Justification/Management Utility: This is an impact indicator. It provides the population of those assisted by the Project, who actually made a sale or got access to finance, as a direct result of the project. As part of the bundle of indicators for the result it helps to measure the breadth of coverage of the AGRILINK II Project. The indicator is objective because it is one-dimensional and unambiguous. The indicator is practical because it can be derived from existing data that is collected at no great cost.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Primary data is reported on the Market Identified Report, Auction Report or Finance Accessed Report by the AGRILINK II Project staff, along with the supporting documentation.</p> <p>Data Source(s): Supporting documentation must include; 1) evidence that the agribusiness was involved as either seller or buyer of at least one completed sale, privatization or finance was accessed for the agribusiness e.g. an independent legal document such as a contract, memorandum of understanding, financial statements or other form of documentation, 2) evidence of AGRILINK II Project support e.g. a request for services, or other document from the agribusiness. and 3) evidence that the business is HDE small or medium agribusiness.</p> <p>Timing / Frequency of Data Collection: Data is reported after collection of the supporting documentation the first time the agribusiness is involved in a sale or has access to finance.</p> <p>Estimated Cost of Collection: Since documentation already collected for other indicators is used the cost not significant.</p> <p>Responsible Organization/Individual(s): Linkage Officers report the assistance to the Reporting System Administrator, the first time it is offered to the agribusiness.</p> <p>Location of Data Storage: AGRILINK II Project PME files in national office, Johannesburg, Gauteng.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	

Data Analysis: The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, previous entry, and attribution, and enters the data into the PMP Database manually.

Presentation of Data: Totals are aggregated and disaggregated each month. Tables are presented monthly to Deputy COP (Admin), with monthly and cumulative totals for the year.

Review of Data: The Deputy COP (Admin) reviews the primary data and the aggregated totals for each Province and presents it to the COP.

Reporting of Data: Deputy COP (Admin) prepares the Monthly report for the COP. The COP reports monthly and cumulative totals for the year to the USAID CTO monthly. The COP also reports quarterly with quarterly and year-to-date totals and disaggregated totals.

D. Data Quality Issues

Initial Data Quality Assessment: The primary data is of high quality. The data directly and completely represent the result intended to be measured. It is precise because it is unitary, reliable because it is backed by legal documents, attributable because there is ample activity reporting showing support, and timely because it can be collected at the first instance of assistance

Known Data Limitations and Significance (if any):

- Data is accumulated from field to national. There is the normal chance of transcription and data entry error.
- The same agribusiness could be entered twice under a slightly different name, since some small agribusinesses are unregistered and not consistently named.

Action Taken or Planned to Address Data Limitations: (See Part III)

- Provincial Managers review Activity Reports, to check for inconsistencies and make frequent field visits to verify meetings. They also meet independently with clients.
- The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, double entry, before entering the data into the PMP Database manually.
- Reporting System Administrator randomly samples 15% of the data reports each month and makes spot checks with the clients directly for reliability and attribution.
- Data will be checked quarterly for double entry.

Margin of Error: The margin of error only rests in transcription and double entry; however this is checked three times by two separate people. There is no sampling in data gathering. The margin of error is negligible - less than 0.1% of the total number of agribusiness assisted.

E. Performance Data Table

Method of Calculation: The count of the number of HDE small or medium agribusinesses assisted. A small or medium agribusinesses can only be counted once during each fiscal year reporting period, regardless of the number of times assisted.

Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year, e.g. FY 2000 is from October 1, 1999 to September 30, 2000.

Rationale for Selection of Baselines and Targets:

Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK II Project in Eastern Cape Province. The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition.

Total	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			
2006			
Final			
Comments:			
Eastern Cape	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			

AGRILINK II Project Performance Monitoring Plan

2005			
2006			
Final			
Comments:			
KwaZulu-Natal	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			
2006			
Final			
Comments:			
Limpopo Province	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			
2006			
Final			
Comments:			
North West Province	Target / Planned	Actual	Comments
2003(Baseline)			
2004			
2005			
2006			
Final			
Comments:			

Performance Indicator Reference Sheet	
<i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i>	
Intermediate Result: 5.2.1 Markets for small and medium agribusiness growth identified	
Indicator: 5.2.1.A Number of markets identified.	
Date Established: December 1, 2001	Date Last Reviewed: October 22, 2002
A. Description	
<p>Precise Definition(s): A “market” is defined as an opportunity to exchange a product or money between a small or medium agribusiness and another party.</p> <p>A market is “identified” when the market is organized by an AGRILINK II Project staff and the documents for the exchange are signed by both parties, one of which must be an HDE small or medium agribusiness. An “agribusiness” is defined as any business predominantly focused on buying, selling, processing and/or marketing agricultural products.</p> <p>A “small” agribusiness has been defined as an agribusiness employing ten people or less, including the owner and family employed.</p> <p>A “medium” agribusiness has been defined as an agribusiness with a full-time equivalent paid employment of more than ten but less than 100 people.</p> <p>A “historically disadvantaged enterprise” (HDE) is defined as an enterprise comprising at least 25% Black, Indian, Coloured, female or disabled shareholders who are South African citizens or residents.</p> <p>A “micro-enterprise” is a very small-scale, informally organized business, excluding those involved in staple crop production, undertaken by poor people with ten or fewer workers, including the entrepreneur and family members. Agricultural entrepreneurs involved in commercial activities such as horticulture, dairy farmers, shrimp producers, etc may be micro-enterprises.</p> <p>“Women-owned” agribusinesses are considered agribusinesses with at least 50% or greater female ownership.</p> <p>Unit of Measure: a market</p> <p>Disaggregated by: Province of agribusiness, micro enterprises and women-owned agribusiness</p> <p>Justification/Management Utility: This is an impact indicator since the market is only counted when a contract is signed. It directly measures the intended result and is objective since it is supported by legal documents. It is reliable and practical, based on primary data collected by AGRILINK II Project staff during their day-to day involvement with the client. The indicator measures attributable impact.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Primary data is reported on the Market Identified Report by the AGRILINK II Project staff, along with the supporting documentation. Auctions will be reported on the Auction Report.</p> <p>Data Source(s): Supporting documentation must include; 1) evidence of the completed sale e.g. an independent legal document such as a contract, memorandum of understanding, financial statements or other form of documentation which demonstrates the number, value and type of good or service being transferred, 2) evidence of AGRILINK II Project support e.g. a request for services, or other document from the agribusiness and 3) evidence that the business is HDE small or medium agribusiness.</p> <p>Timing / Frequency of Data Collection: Data is reported after collection of the supporting documentation</p> <p>Estimated Cost of Collection: If the client is previously aware of the need for documentation, not significant.</p> <p>Responsible Organization/Individual(s): Linkage Officers report the market identified to the Reporting System Administrator.</p> <p>Location of Data Storage: AGRILINK II Project PME files in national office, Johannesburg, Gauteng.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
<p>Data Analysis: The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, and enters the data into the PMP Database manually.</p> <p>Presentation of Data: Totals are aggregated and disaggregated each month. Tables are presented monthly to Deputy COP (Admin), with monthly and cumulative totals for the year.</p> <p>Review of Data: The Deputy COP (Admin) reviews the primary data and the aggregated totals for each Province and presents it to the COP.</p> <p>Reporting of Data: Deputy COP (Admin) prepares the Monthly report for the COP. The COP reports monthly and cumulative totals for the year to the USAID CTO monthly. The COP also reports quarterly with quarterly and year-to-date totals and disaggregated totals.</p>	
D. Data Quality Issues	

Initial Data Quality Assessment: The primary data is of high quality. The data directly and completely represent the result intended to be measured. It is precise because it is unitary, reliable because it is backed by legal documents, attributable because there is ample activity reporting showing support, and timely because it can be collected at the termination of the sale.

Known Data Limitations and Significance (if any):

- Data is accumulated from field to national. There is the normal chance of transcription and data entry error.
- Staff may maliciously fabricate data, since the data also contributes to personnel evaluation criteria.

Action Taken or Planned to Address Data Limitations: (See Part III)

- Provincial Managers review Activity Reports, to check for inconsistencies and make frequent field visits to verify meetings. They also meet independently with clients.
- The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, before entering the data into the PMP Database manually.
- Reporting System Administrator randomly samples 15% of the data reports each month and makes spot checks with the clients directly for reliability and attribution.
- Deliberate misreporting of performance data is a basis for termination of employment contract.

Margin of Error: The margin of error only rests in transcription and this is checked three times. There is no sampling in data gathering. Officers will not under-report as this data contributes significantly to their personnel evaluation. The margin of error is negligible - less than 0.001% of the total number of sales.

E. Performance Data Table

Method of Calculation: When a HDE small or medium agribusiness exchanges a product with another party, this counts as one. Example: If six small agribusiness sell cattle to one large enterprise this counts as 6 markets identified. If AGRILINK II assists a small agribusiness client to sell to another small agribusiness client this counts as two markets identified, a buyer's market and a seller's market.

Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year, e.g. FY 2000 is from October 1, 1999 to September 30, 2000.

Rationale for Selection of Baselines and Targets:

Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK II Project in Eastern Cape Province. The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition.

Total	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			
2006			
Final			
Comments:			
Eastern Cape	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			
2006			
Final			
Comments:			
KwaZulu-Natal	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			

AGRILINK II Project Performance Monitoring Plan

2006			
Final			
Comments:			
Limpopo Province	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002			
2003			
2004			
2005			
2006			
Final			
Comments:			
North West Province	Target / Planned	Actual	Comments
2003(Baseline)			
2004			
2005			
2006			
Final			
Comments:			

The AGRILINK II Project			AUCTION REPORT										
Commodity:			Quantity:			Select from unit							
Date Contract Signed:			Enter x in "Large" column if the buyer or seller is a Large Business or "g" if Government										
AGRILINK II Officer: Select from list			Enter x in the "Women" column if a women own 50% or more of the agribusiness.										
Activity Report Reference #:			Enter the total value of sales between one buyer and one seller.										
Location:			Province: Select from list										
	Large	Women	Buyer's Name & Company										Totals
			Seller's Name & Company										
1													R 0
2													R 0
3													R 0
4													R 0
5													R 0
6													R 0
7													R 0
8													R 0
9													R 0
10													R 0
11													R 0
12													R 0
13													R 0
14													R 0
15													R 0
16													R 0
17													R 0
18													R 0
19													R 0
20													R 0
21													R 0
22													R 0
23													R 0
24													R 0
25													R 0
26													R 0
27													R 0
28													R 0
29													R 0
30													R 0
Totals			R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0

<i>Note: Attach documents showing:</i>	Value of Sales Supported	R 0
1. Names of all individuals involved	Number of Sales Supported	0
2. AGRILINK II Project involvement	Value of Markets Identified	R 0
3. The value of the transaction	Number of Markets Identified	0
4. The date of the transaction	Value of Markets with Women-Owned Agribusiness	R 0
	Number of Markets with Women-Owned Agribusiness	0
	Number of Markets Identified with Large Entities	0
	Number of Markets Identified between Large Entities and Women-Owned Agribusiness	0
		0
		R 0

AR v 2.12

The AGRILINK II Project

AUCTION REPORT

Commodity: Cattle **Quantity:** 33 animals units
Date Contract Signed: 30/04/03 Enter x in "Large" column if the buyer or seller is a Large Business or "g" if Government
AGRILINK II Officer: Leon Coetzee Enter x in the "Women" column if a women own 50% or more of the agribusiness
Activity Report Reference #: 4 Enter the **total** value of sales between one buyer and one seller.
Location: Thrift **Province:** Eastern Cape

Large	Women	Buyer's Name & Company	Seller's Name & Company							Totals	
			R Wilson Claremont	Phil Jones Meat Traders	T Krull Private Buyer	D Neuper Private Buyer	T Thandman Private Buyer				
1	x	S. Navaniso	R 4,350							R 4,350	
2	x	L Nathaniel	R 1,000							R 1,000	
3		N July		R 4,020						R 4,020	
4		T Tabutu	R 2,000							R 2,000	
5		B Donado	R 2,400							R 2,400	
6		T Mlindazwe			R 2,210		R 1,050			R 3,260	
7	x	N Zagedwa	R 1,910							R 1,910	
8	x	M Xanesi	R 2,310							R 2,310	
9	x	M Bless				R 2,210				R 2,210	
10	x	B Mgebisa	R 2,000		R 3,165					R 5,165	
11		B Tuobela	R 1,000							R 1,000	
12		M Naki	R 2,250							R 2,250	
13	x	P Tole	R 1,000							R 1,000	
14		K Naki				R 1,050				R 1,050	
15		J Matua			R 600	R 660	R 550			R 1,810	
16										R 0	
17										R 0	
18										R 0	
19										R 0	
20										R 0	
21										R 0	
22										R 0	
23										R 0	
24										R 0	
25										R 0	
26										R 0	
27										R 0	
28										R 0	
29										R 0	
30										R 0	
Totals			R 14,870	R 0	R 5,975	R 3,920	R 1,600	R 0	R 0	R 0	R 0

Note: Attach documents showing:
 1. Names of all individuals involved
 2. AGRILINK II Project involvement
 3. The value of the transaction
 4. The date of the transaction

Value of Sales Supported	R 31,385
Number of Sales Supported	18
Value of Markets Identified	R 31,385
Number of Markets Identified	36
Value of Markets with Women-Owned Agribusiness	R 13,595
Number of Markets with Women-Owned Agribusiness Involved	20
Number of Markets Identified with Large Entities	2
Number of Markets Identified between Large Entities and Women-Owned Agribusiness	8

AR v 2.12

Performance Indicator Reference Sheet	
<i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i>	
Intermediate Result: 5.2.1 Markets for small and medium agribusiness growth identified	
Indicator: 5.2.1.B Number of profitable product lines developed or enhanced.	
Date Established:	December 1, 2001
Date Last Reviewed:	October 22, 2002
A. Description	
Precise Definition(s):	
A “product line” is defined as a product that has value added through some process.	
A “profitable” product line is where the added market value of the product exceeds the cost of the process.	
“Developed” means AGRILINK II Project staff introduced and/or facilitated the process.	
“Enhanced” means AGRILINK II Project staff improved the process.	
“Women-owned” agribusinesses are considered agribusinesses with at least 50% or greater female ownership.	
Unit of Measure: a product line	
Disaggregated by: Women-owned agribusiness and province of agribusiness.	
Justification/Management Utility: This is an impact indicator that is direct and objective. It is reliable and practical. It measures the number of times HDE agribusinesses actually develop a profitable product line, with project assistance.	
B. Plan for Data Collection	
Data Collection Method: Primary data records and profitability analysis are done by AGRILINK II Project staff. Use the Product and Technology Report to report data, along with supporting documentation.	
Data Source(s): Supporting documentation must include; 1) evidence of the profitability of the new product line e.g. independent legal documents such as sales contracts, technical estimates, financial statements or other form of documentation which demonstrates the number, value and type of good or service being developed or enhanced, 2) evidence of AGRILINK II Project support e.g. a request for services, or other document from the agribusiness and 3) evidence that the business is HDE small or medium agribusiness.	
Timing / Frequency of Data Collection: Data is collected after the first sale of the developed or enhanced product, after the completion of the process and the profitability analysis is complete.	
Estimated Cost of Collection: Staff time will be taken to complete the assessment needed to prove profitability. If the client is aware of the need for documentation in advance, this will help.	
Responsible Organization/Individual(s): Linkage Officers report the profitable product line developed or enhanced to the Reporting System Administrator.	
Location of Data Storage: AGRILINK II Project PME files in national office, Johannesburg, Gauteng.	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
Data Analysis: The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, and enters the data into the PMP Database manually.	
Presentation of Data: Totals are aggregated and disaggregated each month. Tables are presented monthly to Deputy COP (Admin), with monthly and cumulative totals for the year.	
Review of Data: The Deputy COP (Admin) reviews the primary data and the aggregated totals for each Province and presents it to the COP.	
Reporting of Data: Deputy COP (Admin) prepares the Monthly report for the COP. The COP reports monthly and cumulative totals for the year to the USAID CTO monthly. The COP also reports quarterly with quarterly and year-to-date totals and disaggregated totals.	
D. Data Quality Issues	
Initial Data Quality Assessment: The primary data is of high quality. The data directly and completely represent the result intended to be measured. It is precise because it is unitary, reliable because it is backed by legal documents, attributable because there is ample activity reporting showing support, and timely because it can be collected at the termination of the sale of the enhanced or profitable product line.	
Known Data Limitations and Significance (if any):	
<ul style="list-style-type: none"> • The determination of profitability is not independent or completely reliable or objective. It relies on the entrepreneur’s assessment of costs. 	
Action Taken or Planned to Address Data Limitations:	
<ul style="list-style-type: none"> • An error in the “profitability” would only determine whether one process qualifies to be counted. 	

Margin of Error: Margin of error is related to under-reporting and transcription. It is estimated to be less than 0.001% of the total reported.

E. Performance Data Table

Method of Calculation: The “product line” is only counted after it shows a profit. It is counted as one, for each improvement in the product line.

Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year, e.g. FY 2001 is from October 1, 2000 to September 30, 2001.

Rationale for Selection of Baselines and Targets: Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK I Project in Eastern Cape Province. The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition.

Total	Target / Planned	Actual	Women-Owned Agribusiness	
			Target	Actual
2001 (Baseline)	0		n.a.	
2002	920	363	21%	32%
2003	1,930		23%	
2004	3,200		26%	
2005	4,590		29%	
2006	6,080		31%	
Final	6,080		31%	

Comments:

Eastern Cape	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	260	363	
2003	590		
2004	980		
2005	1,370		
2006	1,760		
Final	1,760		

Comments:

KwaZulu-Natal	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	330	0	
2003	670		
2004	1,110		
2005	1,610		
2006	2,160		
Final	2,160		

Comments:

Limpopo Province	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	330	0	
2003	670		
2004	1,110		
2005	1,610		
2006	2,160		
Final	2,160		

Comments:

The AGRILINK II Project

PRODUCT AND TECHNOLOGY REPORT

Date New Product Sold:
 AGRILINK II Officer:
 Province:
 Activity Reports Reference #:

A. The Agribusiness

Owner/Employee Worked With: Title:
 Name of Owner/s:
 Name of Agribusiness:
 Address of Agribusiness:
 Women in Agribusiness?: (Y/N)

B. The Product

Old Product:
 Old Market Value: per unit
 Cost of Process to Convert
 Old to New Product: per
 New Product:
 New Market Value: per
 Net Profit per

C. The Technology Transfer

Product:
 Describe the Technology:
 Technology Agent:
 Previous Market Value: per unit
 New Market value: per
 Value Added: per
 Previous Productivity: per unit
 New Productivity: per
 Increased Productivity per

Performance Indicators

Number of Profitable Product Lines Developed or Enhanced: **Women Involved**
Number of Value-Added Technology Transfers: **Women Involved**

Note:

1. Section A. **must** be completed.
2. Either Section B or Section C **must** be completed. Both may be completed.
3. If you use Section B, you **must** show that there was a new product and it was profitable.
4. If you use Section C, you **must** show **either** value was added to a product **or** the agribusiness increased productivity of the product.
5. You **must** attach documents showing **either** the old and new market values of the product, **or** the past and present productivity of the agribusiness.
6. Attach documents showing AGRILINK II Project involvement

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The AGRILINK II Project

PRODUCT AND TECHNOLOGY REPORT

Date New Product Sold: *21-Feb-2002*

AGRILINK II Officer: *Leon Coetzee*

Province: *Eastern Cape*

Activity Reports Reference #: *73*

A. The Agribusiness

Owner/Employee Worked With: *Nkululeko Dlikilili* Title: *Owner*

Name of Owner/s: *Mr. Nkululeko Dlikilili & wife*

Name of Agribusiness: *Avondale Farm*

Address of Agribusiness: *Nkonkobe Municipality*

Women in Agribusiness?: (Y/N)

B. The Product

Old Product: *Green Pepper (fresh)*

Old Market Value: *R 1,200* per *1000 kg. fresh product* unit

Cost of Process to Convert

Old to New Product: *R 100* per *1000 kg. fresh product*

New Product: *Green Pepper (dried)*

New Market Value: *R 1,400* per *1000 kg. fresh product*

Net Profit per *1000 kg. fresh product*

C. The Technology

Product: *Green Pepper (fresh)*

Describe the Technology: *Introduced sun-drying process*

Technology Agent: *R.Johnson, INFRATECH, Stutterheim.*

Previous Market Value: *R 1,200* per *1000 kg. Fresh product* unit

New Market value: *R 1,400* per *1000 kg. Fresh product*

Value Added: per *1000 kg. Fresh product*

Previous Productivity: per units

New Productivity: per

Increased Productivity per

Performance Indicators

Number of Profitable Product Lines Developed or Enhanced: *1* **Women Involved** *1*

Number of Value-Added Technology Transfers: *1* **Women Involved** *1*

Note:

1. Section A. **must** be completed.
2. Either Section B or Section C **must** be completed. Both may be completed.
3. If you use Section B, you **must** show that there was a new product and it was profitable.
4. If you use Section C, you **must** show **either** value was added to a product **or** the agribusiness increased productivity of the product.
5. You **must** attach documents showing **either** the old and new market values of the product, **or** the past and present productivity of the agribusiness.
6. Attach documents showing AGRILINK II Project involvement

PTR version 1.3

Performance Indicator Reference Sheet	
<p><i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i></p> <p>Intermediate Result: 5.2.1 Markets for small and medium agribusiness growth identified</p> <p>Indicator: 5.2.1.C Number of markets established with large entities.</p>	
Date Established:	December 1, 2001
Date Last Reviewed:	October 22, 2002
A. Description	
<p>Precise Definition(s): A “market” is defined as an opportunity to exchange a product, assets or money between a small or medium agribusiness and another party.</p> <p>A market is “established” when the market is organized by an AGRILINK II Project staff and the documents for the exchange are signed by both parties, one of which must be at HDE small or medium agribusiness.</p> <p>A “large entity” is defined as a legally established business larger than a medium agribusiness.</p> <p>A “small” agribusiness has been defined as an agribusiness employing ten people or less, including the owner and family employed.</p> <p>A “medium” agribusiness has been defined as an agribusiness with a full-time equivalent paid employment of more than ten but less than 100 people.</p> <p>A “historically disadvantaged enterprise” (HDE) is defined as an enterprise comprising at least 25% Black, Indian, Coloured, female or disabled shareholders who are South African citizens or residents.</p> <p>A “micro-enterprise” is a very small-scale, informally organized business, excluding those involved in staple crop production, undertaken by poor people with ten or fewer workers, including the entrepreneur and family members. Agricultural entrepreneurs involved in commercial activities such as horticulture, dairy farmers, shrimp producers, etc may be micro-enterprises.</p> <p>“Women-owned” agribusinesses are considered agribusinesses with at least 50% or greater female ownership.</p> <p>Unit of Measure: a market</p> <p>Disaggregated by: Province of agribusiness, micro enterprises and women-owned agribusiness</p> <p>Justification/Management Utility: This is an impact indicator since the market is only counted when a contract is signed. It directly measures the intended result and is objective since it is supported by legal documents. It is reliable and practical, based on primary data collected by AGRILINK II Project staff during their day-to day involvement with the client. The indicator measures attributable impact.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Primary data is reported on the Market Identified Report by the AGRILINK II Project staff, along with the supporting documentation. Auctions will be reported on the Auction Report.</p> <p>Data Source(s): Supporting documentation must include; 1) evidence of the completed sale e.g. an independent legal document such as a contract, memorandum of understanding, financial statements or other form of documentation which demonstrates the number, value and type of good or service being transferred, 2) evidence of AGRILINK II Project support e.g. a request for services, or other document from the agribusiness, 3) evidence that one party is a HDE small or medium agribusiness, and 4) evidence that the other party is a large entity.</p> <p>Timing / Frequency of Data Collection: Data is reported after collection of the supporting documentation</p> <p>Estimated Cost of Collection: If the client is previously aware of the need for documentation, not significant.</p> <p>Responsible Organization/Individual(s): Linkage Officers report the market identified to the Reporting System Administrator.</p> <p>Location of Data Storage: AGRILINK II Project PME files in national office, Johannesburg, Gauteng.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
<p>Data Analysis: The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, and enters the data into the PMP Database manually.</p> <p>Presentation of Data: Totals are aggregated and disaggregated each month. Tables are presented monthly to Deputy COP (Admin), with monthly and cumulative totals for the year.</p> <p>Review of Data: The Deputy COP (Admin) reviews the primary data and the aggregated totals for each Province and presents it to the COP.</p> <p>Reporting of Data: Deputy COP (Admin) prepares the Monthly report for the COP. The COP reports monthly and cumulative totals for the year to the USAID CTO monthly. The COP also reports quarterly with quarterly and year-to-date totals and disaggregated totals.</p>	

D. Data Quality Issues

Initial Data Quality Assessment: The primary data is of high quality. The data directly and completely represent the result intended to be measured. It is precise because it is unitary, reliable because it is backed by legal documents, attributable because there is ample activity reporting showing support, and timely because it can be collected at the termination of the sale.

Known Data Limitations and Significance (if any):

- Data is accumulated from field to national. There is the normal chance of transcription and data entry error.
- Staff may maliciously fabricate data, since the data also contributes to personnel evaluation criteria.

Action Taken or Planned to Address Data Limitations: (See Part III)

- Provincial Managers review Activity Reports, to check for inconsistencies and make frequent field visits to verify meetings. They also meet independently with clients.
- The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, before entering the data into the PMP Database manually.
- Reporting System Administrator randomly samples 15% of the data reports each month and makes spot checks with the clients directly for reliability and attribution.
- Deliberate misreporting of performance data is a basis for termination of employment contract.

Margin of Error: The margin of error only rests in transcription and this is checked three times. There is no sampling in data gathering. Officers will not under-report as this data contributes significantly to their personnel evaluation. The margin of error is negligible - less than 0.001% of the total number of sales.

E. Performance Data Table

Method of Calculation: When one larger entity exchanges a product with one small or medium agribusiness, it is counted as one. If representatives of two larger entities both purchase agricultural commodities from each of three farmers, then the count is six.

Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year, e.g. FY 2001 is from October 1, 2000 to September 30, 2001.

Rationale for Selection of Baselines and Targets: Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK I Project in Eastern Cape Province. The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition.

Total	Target / Planned	Actual	Women Owned Agribusiness	
			Target	Actual
2001 (Baseline)	0			
2002	11,900	310	21%	19%
2003	25,000		23%	
2004	41,400		26%	
2005	59,100		28%	
2006	78,300		31%	
Final	78,300		31%	

Comments:

Eastern Cape	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	3,300	120	
2003	7,600		
2004	12,600		
2005	17,500		
2006	22,500		
Final	22,500		

Comments:

KwaZulu-Natal	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	4,300	166	
2003	8,700		
2004	14,400		

AGRILINK II Project Performance Monitoring Plan

2005	20,800		
2006	27,900		
Final	27,900		
Comments:			
Limpopo Province	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	4,300	24	
2003	8,700		
2004	14,400		
2005	20,800		
2006	27,900		
Final	27,900		
Comments:			

Performance Indicator Reference Sheet	
<p><i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i></p> <p>Intermediate Result: 5.2.2 Enhanced small & medium agribusiness capacity to respond to markets</p> <p>Indicator: 5.2.2.A Number of entrepreneurs in business training.</p>	
Date Established: December 1, 2001	Date Last Reviewed: June 6, 2003
A. Description	
<p>Precise Definition(s): An “entrepreneur” is defined as the owner or part-owner of an HDE small or medium agribusiness.</p> <p>An “agribusiness” is defined as any business predominantly focused on buying, selling, processing and/or marketing agricultural products.</p> <p>A “small” agribusiness has been defined as an agribusiness employing ten people or less, including the owner and family employed.</p> <p>A “medium” agribusiness has been defined as an agribusiness with a full-time equivalent paid employment of more than ten but less than 100 people.</p> <p>A “historically disadvantaged enterprise” (HDE) is defined as an enterprise comprising at least 25% Black, Indian, Coloured, female or disabled shareholders who are South African citizens or residents.</p> <p>“Business training” is a business development training session organized by the AGRILINK II Project, including mentoring.</p> <p>“Mentoring” is defined as a business development training session where entrepreneurs from only one agribusiness are present.</p> <p>Unit of Measure: a person</p> <p>Disaggregated by: Gender of entrepreneur, mentoring and province of agribusiness.</p> <p>Justification/Management Utility: This output indicator measures the outreach of the business training program. It is direct and objective. It is reliable and practical, based on primary data collected by AGRILINK II Project staff.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Primary data is reported on the Training Report by the AGRILINK II Project staff, along with the supporting documentation.</p> <p>Data Source(s): The Training Report, signed by the entrepreneurs and proof of AGRILINK II Project’s involvement is sufficient documentation for mentoring. Where more than one agribusiness are involved in the training the attendance record of the training session signed by all trainees, a description of the course and duration are required. Normally the Training Register should be used however it may be substituted with a document with the same information.</p> <p>Timing / Frequency of Data Collection: Data is collected on the occasion.</p> <p>Estimated Cost of Collection: Not significant.</p> <p>Responsible Organization/Individual(s): Linkage Officers report the business training to the Reporting System Administrator.</p> <p>Location of Data Storage: AGRILINK II Project PME files in national office, Johannesburg, Gauteng.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
<p>Data Analysis: The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, and enters the data into the PMP Database manually.</p> <p>Presentation of Data: Totals are aggregated and disaggregated each month. Tables are presented monthly to Deputy COP (Admin), with monthly and cumulative totals for the year.</p> <p>Review of Data: The Deputy COP (Admin) reviews the primary data and the aggregated totals for each Province and presents it to the COP.</p> <p>Reporting of Data: Deputy COP (Admin) prepares the Monthly report for the COP. The COP reports monthly and cumulative totals for the year to the USAID CTO monthly. The COP also reports quarterly with quarterly and year-to-date totals and disaggregated totals.</p>	
D. Data Quality Issues	
<p>Initial Data Quality Assessment: The primary data is of high quality. The data directly and completely represent the result intended to be measured. It is precise because it is unitary, reliable because it is backed by signed attendance registers, attributable because there is ample activity reporting showing support, and timely because it can be collected at the termination of the training session.</p> <p>Known Data Limitations and Significance (if any): There may be transcription errors and under-reporting. People may not sign the attendance register.</p>	

Action Taken or Planned to Address Data Limitations:

- Trainers must ensure that every trainee who is an entrepreneur signs the register. Transcription can be double checked as the primary documentation accompanies the report.

Margin of Error: Margin of error is related to under-reporting and transcription. It is estimated to be less than 0.001% of the total reported.

E. Performance Data Table

Method of Calculation: The attendance at the course. This allows for repeated training of individuals. If ten small or medium agribusiness owners continuously attend a three-hour training session on strategic marketing, the count would be 10 entrepreneurs.

Key to Table: Annual non-cumulative totals. The reporting year is the USAID fiscal year, e.g. FY 2001 is from October 1, 2000 to September 30, 2001.

Rationale for Selection of Baselines and Targets: Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK I Project in Eastern Cape Province. The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition.

Total	Target / Planned	Actual	Women	
			Target	Actual
2001 (Baseline)	0		n.a.	
2002	7,200	3,059	50%	29%
2003	28,000		50%	
2004	54,000		50%	
2005	81,800		50%	
2006	111,600		50%	
Final	111,600		50%	
Comments:				
Eastern Cape	Target / Planned	Actual	Comments	
2001 (Baseline)	0			
2002	2,000	2,666		
2003	8,800			
2004	16,800			
2005	24,600			
2006	32,400			
Final	32,400			
Comments:				
KwaZulu-Natal	Target / Planned	Actual	Comments	
2001 (Baseline)	0			
2002	2,600	144		
2003	9,600			
2004	18,600			
2005	28,600			
2006	39,600			
Final	39,600			
Comments:				
Limpopo Province	Target / Planned	Actual	Comments	
2001 (Baseline)	0			
2002	2,600	249		
2003	9,600			
2004	18,600			
2005	28,600			
2006	39,600			
Final	39,600			

Comments:

The AGRILINK II Project

TRAINING REPORT

AGRILINK II Officer:
Activity Report Reference #:
Province:

Training Provider:
Name/s of Trainer/s:

Address:

Group who were trained:

Dates of Training: From: To:

Topics covered in Training:

Location of Training:

Number of Entrepreneurs Trained: Men: Women:

Length of Training hours

Entrepreneur hours training Men: 0 Women: 0

A Training Register of all participants must be attached to this report, except that there was only one person trained.

Use format attached If only one person, they must sign here:

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The AGRILINK II Project

TRAINING REGISTER

AGRILINK II Officer: **Province:**
Activity Report Reference #: **Training Location:**
Training Provider: **Dates From:** **To:**
Name/s of Trainer/s: **Length of Training:** **hours**
Training Topics:

	Trainee Name	Sex	Signature	Physical Address
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
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Certified true and correct: Date:.....

Trainers Signatures

Performance Indicator Reference Sheet	
<p><i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i></p> <p>Intermediate Result: 5.2.2 Enhanced small & medium agribusiness capacity to respond to markets</p> <p>Indicator: 5.2.2.B Number of entrepreneur hours of business training.</p>	
Date Established: December 1, 2001	Date Last Reviewed: June 6, 2003
A. Description	
<p>Precise Definition(s): An “entrepreneur” is defined as the owner or part-owner of an HDE small or medium agribusiness.</p> <p>An “agribusiness” is defined as any business predominantly focused on buying, selling, processing and/or marketing agricultural products.</p> <p>A “small” agribusiness has been defined as an agribusiness employing ten people or less, including the owner and family employed.</p> <p>A “medium” agribusiness has been defined as an agribusiness with a full-time equivalent paid employment of more than ten but less than 100 people.</p> <p>A “historically disadvantaged enterprise” (HDE) is defined as an enterprise comprising at least 25% Black, Indian, Coloured, female or disabled shareholders who are South African citizens or residents.</p> <p>“Business training” is a business development training session organized by the AGRILINK II Project, including mentoring.</p> <p>“Mentoring” is defined as a business development training session where entrepreneurs from only one agribusiness are present.</p> <p>Unit of Measure: a person-hour</p> <p>Disaggregated by: Gender of entrepreneur, mentoring and province of agribusiness.</p> <p>Justification/Management Utility: This is an output indicator which measures the quantity of training offered. It is direct and objective. It is reliable and practical, based on primary data collected by AGRILINK II Project staff.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Primary data is reported on the Training Report by the AGRILINK II Project staff, along with the supporting documentation.</p> <p>Data Source(s): The Training Report, signed by the entrepreneurs and proof of AGRILINK II Project’s involvement is sufficient documentation for mentoring. Where more than one agribusiness are involved in the training the attendance record of the training session signed by all trainees, a description of the course and duration are required. Normally the Training Register should be used however it may be substituted with a document with the same information.</p> <p>Timing / Frequency of Data Collection: Data is collected on the occasion.</p> <p>Estimated Cost of Collection: Not significant.</p> <p>Responsible Organization/Individual(s): Linkage Officers report the business training to the Reporting System Administrator.</p> <p>Location of Data Storage: AGRILINK II Project PME files in national office, Johannesburg, Gauteng.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
<p>Data Analysis: The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, and enters the data into the PMP Database manually.</p> <p>Presentation of Data: Totals are aggregated and disaggregated each month. Tables are presented monthly to Deputy COP (Admin), with monthly and cumulative totals for the year.</p> <p>Review of Data: The Deputy COP (Admin) reviews the primary data and the aggregated totals for each Province and presents it to the COP.</p> <p>Reporting of Data: Deputy COP (Admin) prepares the Monthly report for the COP. The COP reports monthly and cumulative totals for the year to the USAID CTO monthly. The COP also reports quarterly with quarterly and year-to-date totals and disaggregated totals.</p>	
D. Data Quality Issues	
<p>Initial Data Quality Assessment: The primary data is of high quality. The data directly and completely represent the result intended to be measured. It is precise because it is unitary, reliable because it is backed by signed attendance registers, attributable because there is ample activity reporting showing support, and timely because it can be collected at the termination of the training session.</p> <p>Known Data Limitations and Significance (if any): There may be transcription errors and under-reporting. People may not sign the attendance register.</p>	

Action Taken or Planned to Address Data Limitations: Trainers must ensure that every trainee who is an entrepreneur signs the register. Transcription can be double checked as the primary documentation accompanies the report.

Margin of Error: Margin of error is related to under-reporting and transcription. It is estimated to be less than 0.001% of the total reported.

E. Performance Data Table

Method of Calculation: The product of the attendance and the duration of the course in hours. This allows for repeated training of individuals. If ten small or medium agribusiness owners continuously attend a three-hour training session on strategic marketing, the count would be 30 entrepreneur hours.

Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year, e.g. FY 2001 is from October 1, 2000 to September 30, 2001.

Rationale for Selection of Baselines and Targets: Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK I Project in Eastern Cape Province. The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition. An estimate of the average training was 8 hours.

Total	Target / Planned	Actual	Women	
			Target	Actual
2001 (Baseline)	0		n.a.	
2002	57,600	7,447	50%	36%
2003	223,800		50%	
2004	432,000		50%	
2005	654,200		50%	
2006	892,400		50%	
Final	892,400		50%	

Comments: We propose that the targets be reviewed in FY 2003. The 8 hour estimate was too high.

Eastern Cape	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	16,000	6,068	
2003	70,200		
2004	133,600		
2005	195,800		
2006	257,600		
Final	257,600		

Comments: We propose that the targets be reviewed in FY 2003. The 8 hour estimate was too high.

KwaZulu-Natal	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	20,800	411	
2003	76,800		
2004	149,200		
2005	229,200		
2006	317,400		
Final	317,400		

Comments: We propose that the targets be reviewed in FY 2003. The 8 hour estimate was too high.

Limpopo Province	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	20,800	968	
2003	76,800		
2004	149,200		
2005	229,200		
2006	317,400		
Final	317,400		

Comments: We propose that the targets be reviewed in FY 2003. The 8 hour estimate was too high.

Performance Indicator Reference Sheet	
<p><i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i></p> <p>Intermediate Result: 5.2.2 Enhanced small & medium agribusiness capacity to respond to markets</p> <p>Indicator: 5.2.2.C Number of value-added technology transfers.</p>	
Date Established:	December 1, 2001
Date Last Reviewed:	June 9, 2003
A. Description	
<p>Precise Definition(s): A “technology transfer” is defined as the introduction of a technology, which is new to the owner of a small or medium agribusiness, by AGRILINK II Project staff. A “value-added” technology is a technology that increases the market value of a product or the productivity of the agribusiness. Unit of Measure: a technology transfer Disaggregated by: Women-owned business, and province of agribusiness. Justification/Management Utility: This is an output indicator that is direct and objective. It is reliable and practical, based on primary data collected by AGRILINK II Project staff.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Primary data records and profitability analysis are done by AGRILINK II Project staff. Use the Product and Technology Report to report data, along with supporting documentation. Data Source(s): Supporting documentation must include; 1) evidence of the added value of the product e.g. independent legal documents such as sales contracts, technical estimates, financial statements or other form of documentation which demonstrates the number, and value that the technology transfer made possible 2) evidence of AGRILINK II Project support e.g. a request for services, or other document from the agribusiness and 3) evidence that the business is HDE small or medium agribusiness. Timing / Frequency of Data Collection: Data is collected after the sale of the product which has added value, or the increased productivity has been documented. Estimated Cost of Collection: Staff time will be taken to complete the assessment needed to show added value or increased productivity. If the client is aware of the need for documentation in advance, this will help. Responsible Organization/Individual(s): Linkage Officers report the technology transfer to the Reporting System Administrator. Location of Data Storage: AGRILINK II Project PME files in national office, Johannesburg, Gauteng.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
<p>Data Analysis: The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, and enters the data into the PMP Database manually. Presentation of Data: Totals are aggregated and disaggregated each month. Tables are presented monthly to Deputy COP (Admin), with monthly and cumulative totals for the year. Review of Data: The Deputy COP (Admin) reviews the primary data and the aggregated totals for each Province and presents it to the COP. Reporting of Data: Deputy COP (Admin) prepares the Monthly report for the COP. The COP reports monthly and cumulative totals for the year to the USAID CTO monthly. The COP also reports quarterly with quarterly and year-to-date totals and disaggregated totals.</p>	
D. Data Quality Issues	
<p>Initial Data Quality Assessment: The primary data is of high quality. The data directly and completely represent the result intended to be measured. It is precise because it is unitary, attributable because there is ample activity reporting showing support, and timely because it can be collected at the termination of the sale of the product that has added value. Known Data Limitations and Significance (if any):</p> <ul style="list-style-type: none"> • The determination of increased value or productivity is neither independent, completely reliable nor objective. It relies on the entrepreneur’s assessment of costs and/or productivity. <p>Action Taken or Planned to Address Data Limitations:</p> <ul style="list-style-type: none"> • Since the indicator is unitary, an error in the increased value would only determine whether one process qualifies to be counted. 	

E. Performance Data Table

Method of Calculation: An agribusiness that receives a technology transfer will be counted as one for each different product that shows an added value.

Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year, e.g. FY 2001 is from October 1, 2000 to September 30, 2001.

Rationale for Selection of Baselines and Targets: Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK I Project in Eastern Cape Province. The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition.

Total	Target / Planned	Actual	Women-owned Agribusiness	
			Target	Actual
2001 (Baseline)	0		n.a.	
2002	580	363	19%	32%
2003	1,250		22%	
2004	2,090		26%	
2005	2,990		28%	
2006	3,980		31%	
Final	3,980		31%	

Comments: The definition of women-owned agribusiness changed at the start of FY '04

Eastern Cape	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	160	363	
2003	370		
2004	630		
2005	890		
2006	1,140		
Final	1,140		

Comments:

KwaZulu-Natal	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	210	0	
2003	440		
2004	730		
2005	1,050		
2006	1,420		
Final	1,420		

Comments:

Limpopo Province	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	210	0	
2003	440		
2004	730		
2005	1,050		
2006	1,420		
Final	1,420		

Comments:

Performance Indicator Reference Sheet	
<i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i>	
Intermediate Result: 5.2.2 Enhanced small & medium agribusiness capacity to respond to markets	
Indicator: 5.2.2.D Number of privatized public enterprises.	
Date Established: December 1, 2001	Date Last Reviewed: October 22, 2002
A. Description	
<p>Precise Definition(s): A “public enterprise” is defined, for the purpose of this indicator, as a government-owned agribusiness. “Privatized” means a change from government ownership to private ownership.</p> <p>Unit of Measure: an enterprise</p> <p>Disaggregated by: Province</p> <p>Justification/Management Utility: This is an impact indicator since it is only counted after the first legitimate act of private ownership is made. It is direct and objective. It is reliable and practical, based on primary data collected by AGRILINK II Project staff.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: The first legitimate act of private ownership will indicate the privatization has occurred. Use the Market Identified Report along with supporting documents.</p> <p>Data Source(s): Supporting documents should include proof of 1) the name and assessed value of the privatized agribusiness and date of transfer, 2) a document reporting the first legitimate act of private ownership, and 3) proof that AGRILINK II was involved.</p> <p>Timing / Frequency of Data Collection: Data is collected after the first legitimate act of private ownership.</p> <p>Estimated Cost of Collection: Not significant.</p> <p>Responsible Organization/Individual(s): Linkage Officers collect the data and report to the Reporting System Administrator.</p> <p>Location of Data Storage: AGRILINK II Project PME files in national office, Johannesburg, Gauteng.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
<p>Data Analysis: The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, and enters the data into the PMP Database manually.</p> <p>Presentation of Data: Totals are aggregated and disaggregated each month. Tables are presented monthly to Deputy COP (Admin), with monthly and cumulative totals for the year.</p> <p>Review of Data: The Deputy COP (Admin) reviews the primary data and the aggregated totals for each Province and presents it to the COP.</p> <p>Reporting of Data: Deputy COP (Admin) prepares the Monthly report for the COP. The COP reports monthly and cumulative totals for the year to the USAID CTO monthly. The COP also reports quarterly with quarterly and year-to-date totals and disaggregated totals.</p>	
D. Data Quality Issues	
<p>Initial Data Quality Assessment: The primary data is of high quality. The data directly and completely represent the result intended to be measured. It is precise because it is unitary; attributable because there is ample activity reporting showing support, Getting legal proof of the finalization of the privatization is more difficult. We rely on secondary documents of proof.</p> <p>Known Data Limitations and Significance (if any):</p> <ul style="list-style-type: none"> • While the data is not problematic, getting final legal documents, such as title deeds, from the Government can take a long time. <p>Action Taken or Planned to Address Data Limitations:</p> <ul style="list-style-type: none"> • We use documents that imply the privatization occurred, such as memorandums. 	
E. Performance Data Table	
<p>Method of Calculation: A privatized public enterprise will be counted after the first legitimate act of private ownership. The count is one.</p> <p>Key to Table: Annual non-cumulative totals. The reporting year is the USAID fiscal year, e.g. FY 2001 is from October 1, 2000 to September 30, 2001.</p>	

Rationale for Selection of Baselines and Targets: The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition. Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK I Project in Eastern Cape Province.

Total	Target / Planned	Actual	Comments
2001 (Baseline)	0	5	
2002	3		
2003	6		
2004	9		
2005	14		
2006	20		
Final	20		
Comments:			
Eastern Cape	Target / Planned	Actual	Comments
2001 (Baseline)	0	5	
2002	1		
2003	2		
2004	3		
2005	4		
2006	6		
Final	6		
Comments:			
KwaZulu-Natal	Target / Planned	Actual	Comments
2001 (Baseline)	0	0	
2002	1		
2003	2		
2004	3		
2005	5		
2006	7		
Final	7		
Comments:			
Limpopo Province	Target / Planned	Actual	Comments
2001 (Baseline)	0	0	
2002	1		
2003	2		
2004	3		
2005	5		
2006	7		
Final	7		
Comments:			

Performance Indicator Reference Sheet	
<i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i>	
Intermediate Result: 5.2.2 Enhanced small & medium agribusiness capacity to respond to markets	
Indicator: 5.2.2.E Value of privatized public enterprises.	
Date Established: December 1, 2001	Date Last Reviewed: June 10, 2003
A. Description	
<p>Precise Definition(s): A “public enterprise” is defined, for the purpose of this indicator, as a government-owned business affecting agribusiness. “Privatized” means a change from government ownership to private ownership. The “value” is determined in Rand. Unit of Measure: Rand Disaggregated by: Province Justification/Management Utility: This is an impact indicator, since it is only counted after the first legitimate act of private ownership is made. It is direct and objective. It is reliable and practical, based on primary data collected by AGRILINK II Project staff.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Use the Market Identified Report Data Source(s): The government valuation document or other legally-accepted valuation documents at the time of the first legitimate act of private ownership. Timing / Frequency of Data Collection: Data is collected at the time of the first legitimate act of private ownership. Estimated Cost of Collection: Not significant. Responsible Organization/Individual(s): Linkage Officers collect the data. Location of Data Storage: Primary data is stored in the AGRILINK II Project PME files in national office, Midrand, Gauteng.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
<p>Data Analysis: The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, and enters the data into the PMP Database manually. Presentation of Data: Totals are aggregated and disaggregated each month. Tables are presented monthly to Deputy COP (Admin), with monthly and cumulative totals for the year. Review of Data: The Deputy COP (Admin) reviews the primary data and the aggregated totals for each Province and presents it to the COP. Reporting of Data: Deputy COP (Admin) prepares the Monthly report for the COP. The COP reports monthly and cumulative totals for the year to the USAID CTO monthly. The COP also reports quarterly with quarterly and year-to-date totals and disaggregated totals.</p>	
D. Data Quality Issues	
<p>Initial Data Quality Assessment: The primary data is of medium quality. The data directly and completely represent the result intended to be measured and is attributable because there is ample activity reporting showing support, It is not precise because the value is generally a valuation of the Government asset. Getting legal proof of the finalization of the privatization is more difficult. We rely on secondary documents of proof. Known Data Limitations and Significance (if any):</p> <ul style="list-style-type: none"> • The valuations of government assets and enterprises are not very reliable. <p>Action Taken or Planned to Address Data Limitations:</p> <ul style="list-style-type: none"> • The final valuation at the time of the first legitimate act of private ownership is likely to be closer to the actual value, and will be used. 	
E. Performance Data Table	
<p>Method of Calculation: A privatized public enterprise will be counted at the time of the first legitimate act of private ownership. Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year, e.g. FY 2001 is from October 1, 2000 to September 30, 2001.</p>	

Rationale for Selection of Baselines and Targets: The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition. Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK I Project in Eastern Cape Province.

Total	Target / Planned	Actual	Comments
2001 (Baseline)	R 0		
2002	R 1,355,000	R 454,942	
2003	R 3,028,000		
2004	R 5,118,000		
2005	R 7,390,000		
2006	R 9,999,000		
Final	R 9,999,000		
Comments:			
Eastern Cape	Target / Planned	Actual	Comments
2001 (Baseline)	R 0		
2002	R 375,000	R 454,942	
2003	R 920,000		
2004	R 1,556,000		
2005	R 2,192,000		
2006	R 2,871,000		
Final	R 2,871,000		
Comments:			
KwaZulu-Natal	Target / Planned	Actual	Comments
2001 (Baseline)	R 0		
2002	R 490,000	R 0	
2003	R 1,054,000		
2004	R 1,781,000		
2005	R 2,599,000		
2006	R 3,564,000		
Final	R 3,564,000		
Comments:			
Limpopo Province	Target / Planned	Actual	Comments
2001 (Baseline)	R 0		
2002	R 490,000	R 0	
2003	R 1,054,000		
2004	R 1,781,000		
2005	R 2,599,000		
2006	R 3,564,000		
Final	R 3,564,000		
Comments:			

Performance Indicator Reference Sheet	
<p><i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i></p> <p>Intermediate Result: 5.2.3 Increased small and medium agribusiness access to finance</p> <p>Indicator: 5.2.3.A Number of financial agreements accessed</p>	
Date Established:	December 5, 2001
Date Last Reviewed:	June 10, 2003
A. Description	
<p>Precise Definition(s):</p> <p>A “small” agribusiness has been defined as an agribusiness employing ten people or less, including the owner and family employed.</p> <p>A “medium” agribusiness has been defined as an agribusiness with a full-time equivalent paid employment of more than ten but less than 100 people.</p> <p>A “historically disadvantaged enterprise” (HDE) is defined as an enterprise comprising at least 25% Black, Indian, Coloured, female or disabled shareholders who are South African citizens or residents.</p> <p>A business “accesses” finance when the agreement for the specific finance is signed by both parties, one of which must be a HDE small or medium agribusiness, regardless of when the business actually uses the finance and the process has been supported by AGRILINK II Project staff.</p> <p>A “financial agreement” is defined as an independent legal document such as a loan document, evidence of grant transfers, equity agreements or other suitable legal representation of the transfer of financial resources, which stipulates the date, value, type and duration of finance transferred,</p> <p>“Financing” is defined as the amount of financial resources, in South African Rands, raised by an HDE small or medium agribusiness with support from AGRILINK II. Financing includes loans, grants and equity agreements,</p> <p>“Support” is defined as a contribution resulting in a business transaction such as a sales contracts, government contracts, business partnerships, joint ventures, equity transactions, mergers and acquisitions, privatizations, purchase of goods and/or services and/or financing involving the client small or medium agribusiness.</p> <p>A “micro-enterprise” is a very small-scale, informally organized business, excluding those involved in staple crop production, undertaken by poor people with ten or fewer workers, including the entrepreneur and family members. Agricultural entrepreneurs involved in commercial activities such as horticulture, dairy farmers, shrimp producers, etc may be micro-enterprises.</p> <p>“Women-owned” agribusinesses are considered enterprises with at least 50% or greater female ownership.</p> <p>A “first-tier” finance source is a formal banking or financial institution.(e.g. a bank)</p> <p>A “second-tier” finance source is a non-formal or alternative financier. (e.g. a fertilizer company or product exporter)</p> <p>Unit of Measure: the instrument</p> <p>Disaggregated by: By recipient (1) province, (2) women-owned agribusiness, (3) micro enterprises, and by type of finance (4) equity finance; (5) private sector debt; (6) public sector and parastatal debt; (7) supplier credits; and, (8) other finance accessed which might include government grants, in-kind, cash or other forms of finance.</p> <p>Justification/Management Utility: This indicator measures the impact of AGRILINK II Project facilitation services to the entrepreneurs as it is not counted until both parties sign the documents. It directly measures how many times agribusinesses have been given access to finance.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Primary data is reported on the FAR Report by the AGRILINK II Project staff, along with the supporting documentation.</p> <p>Data Source(s): Supporting documentation must include; 1) evidence of the completed financial agreement e.g. an independent legal document such as a loan document, evidence of grant transfers, equity agreements or other suitable legal representation of the transfer of financial resources, which demonstrates the date, value and type of finance transferred, 2) evidence of AGRILINK II Project support e.g. a request for services, or other document from the agribusiness and 3) evidence that the business is HDE small or medium agribusiness.</p> <p>Timing / Frequency of Data Collection: Data is reported after collection of the supporting documentation</p> <p>Estimated Cost of Collection: If the client is previously aware of the need for documentation, not significant.</p> <p>Responsible Organization/Individual(s): Linkage Officers report the financial agreement to the Reporting System Administrator.</p>	

Location of Data Storage: AGRILINK II Project PME files in national office, Johannesburg, Gauteng.

C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)

Data Analysis: The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, and enters the data into the PMP Database manually.

Presentation of Data: Totals are aggregated and disaggregated each month. Tables are presented monthly to Deputy COP (Admin), with monthly and cumulative totals for the year.

Review of Data: The Deputy COP (Admin) reviews the primary data and the aggregated totals for each Province and presents it to the COP.

Reporting of Data: Deputy COP (Admin) prepares the Monthly report for the COP. The COP reports monthly and cumulative totals for the year to the USAID CTO monthly. The COP also reports quarterly with quarterly and year-to-date totals and disaggregated totals.

D. Data Quality Issues

Initial Data Quality Assessment: The primary data is of high quality. The data directly and completely represent the result intended to be measured. It is precise because it is unitary, reliable because it is backed by legal documents, attributable because there is ample activity reporting showing support, and timely because it can be collected at the termination of the financial agreement.

Known Data Limitations and Significance (if any):

- Data is accumulated from field to national. There is the normal chance of transcription and data entry error.
- Staff may maliciously fabricate data, since the data also contributes to personnel evaluation criteria.

Action Taken or Planned to Address Data Limitations: (See Part III)

- Provincial Managers review Activity Reports, to check for inconsistencies and make frequent field visits to verify meetings. They also meet independently with clients.
- The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, before entering the data into the PMP Database manually.
- Reporting System Administrator randomly samples 15% of the data reports each month and makes spot checks with the clients directly for reliability and attribution.
- Deliberate misreporting of performance data is a basis for termination of employment contract.

Margin of Error: The margin of error only rests in transcription and this is checked three times. There is no sampling in data gathering. Officers will not under report as this data contributes significantly to their personnel evaluation. The margin of error is negligible - less than 0.01% of the total number of sales.

E. Performance Data Table

Method of Calculation: One agreement is counted when the contract documents for one specific finance transaction are signed by both parties. A Revolving Finance agreement will only be counted once during any reporting period.

Key to Table: Annual non-cumulative totals. The reporting period is the USAID fiscal year, e.g. FY 2001 is from October 1, 2000 to September 30, 2001.

Rationale for Selection of Baselines and Targets: The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition. Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK I Project in Eastern Cape Province.

Total	Target / Planned	Actual	Women-Owned Agribusiness	
			Target	Actual
2001 (Baseline)	0		n.a.	
2002	530	75	21%	92%
2003	1,120		23%	
2004	1,860		26%	
2005	2,640		29%	
2006	3,500		32%	
Final	3,500		32%	
Comments:				
Eastern Cape	Target / Planned	Actual	Comments	
2001 (Baseline)	0			
2002	150	65		
2003	340			

AGRILINK II Project Performance Monitoring Plan

2004	560		
2005	780		
2006	1,000		
Final	1,000		
Comments:			
KwaZulu-Natal	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	190	7	
2003	390		
2004	650		
2005	930		
2006	1,250		
Final	1,250		
Comments:			
Limpopo Province	Target / Planned	Actual	Comments
2001 (Baseline)	0		
2002	190	3	
2003	390		
2004	650		
2005	930		
2006	1,250		
Final	1,250		
Comments:			

The AGRILINK II Project

FINANCE ACCESSED REPORT

Date Contract Signed:
AGRILINK II Officer:
Activity Reports Reference #:
Province:

Value of Finance Accessed

The Agribusiness

Agribusiness Name:
Who signed the Contract? Title:
Name of Owner/s:
Number of Owners: Male Female
Agribusiness Address:
.....
Women in Agribusiness: (Y/N)

The Financial Institution

Institution Name :
Who signed the Contract? Title:
Office: Tel:
Institution Address:
.....
Is the Financial Institution traditional? (Y/N)
If not traditional, describe:
.....

Type of Finance Accessed

Loan	<input type="checkbox"/>	Mortgage	<input type="checkbox"/>	Overdraft	<input type="checkbox"/>
Notarial Bond	<input type="checkbox"/>	Forward Contract Finance	<input type="checkbox"/>		
Subsidy	<input type="checkbox"/>	Hire Purchase Agreement	<input type="checkbox"/>		
Grant	<input type="checkbox"/>	Production (Commodity) Credit	<input type="checkbox"/>		
Other (Please describe below): <input type="checkbox"/>					

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How will the finance be used?

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Attach documents showing
1. Legal Contract/s with name of both parties, date and value
2. AGRILINK II involvement

The AGRILINK II Project

FINANCE ACCESSED REPORT

Date Contract Signed: 21-Feb-2002
 AGRILINK II Officer: Leon Coetzee
 Activity Reports Reference #: 73
 Province: Eastern Cape

Value of Finance Accessed R 93,489

The Agribusiness

Agribusiness Name: Dlikilili Family Farm
 Who signed the Contract? Nkululeko Dlikilili Title: Co-Owner
 Name of Owner/s: Nkululeko Dlikilili & Somikazi Dlikilili
 Number of Owners: Male Female
 Agribusiness Address: Avondale Annex 27, Seymore
 Nkonkobe Municipality
 Women in Agribusiness? (Y/N)

The Financial Institution

Institution Name : Department Of Agriculture and Land Affairs (LRAD)
 Who signed the Contract? Willie Ruiters Title: Senior Planner
 Office: Queenstown Tel: 045-8392296
 Institution Address: Private Bag X 7189, Queenstown
 Eastern Cape
 Is the Financial Institution traditional (bank)? (Y/N)
 If not traditional, describe: Government

Type of Finance Accessed

Loan	<input type="text"/>	Mortgage	<input type="text"/>	Overdraft	<input type="text"/>
Notarial Bond	<input type="text"/>	Forward Contract Finance	<input type="text"/>		
Subsidy	<input type="text"/>	Hire Purchase Agreement	<input type="text"/>		
Grant	<input checked="" type="text" value="X"/>	Production (Commodity) Credit	<input type="text"/>		

Other (Please describe below):

LRAD Grant R 93,489

How will the finance be used?

To purchase a 12,257 ha. sheep farm.

- Attach documents showing
1. Legal Contract/s with name of both parties, date and value
 2. AGRILINK II involvement

Performance Indicator Reference Sheet	
<p><i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i></p> <p>Intermediate Result: 5.2.3 Increased small and medium agribusiness access to capital resources</p> <p>Indicator: 5.2.3.B Value of finance accessed by entities.</p>	
Date Established: December 1, 2001	Date Last Reviewed: June 11, 2003
A. Description	
<p>Precise Definition(s):</p> <p>An “entity” is defined as a small or medium agribusiness that owned the product or asset that was exchanged.</p> <p>A “small” agribusiness has been defined as an agribusiness employing ten people or less, including the owner and family employed.</p> <p>A “medium” agribusiness has been defined as an agribusiness with a full-time equivalent paid employment of more than ten but less than 100 people.</p> <p>A “historically disadvantaged enterprise” (HDE) is defined as an enterprise comprising at least 25% Black, Indian, Coloured, female or disabled shareholders who are South African citizens or residents.</p> <p>A business “accesses” finance when the contract for the specific finance is signed by both parties, one of which must be a HDE small or medium agribusiness, regardless of when the business actually uses the finance and the process has been actively assisted by AGRILINK II Project staff.</p> <p>“Financing” is defined as the amount of financial resources, in South African Rands, raised by an HDE small or medium agribusiness with support from AGRILINK II. Financing includes loans, grants and equity agreements,</p> <p>“Support” is defined as a contribution resulting in a business transaction such as a sales contracts, government contracts, business partnerships, joint ventures, equity transactions, mergers and acquisitions, privatizations, purchase of goods and/or services and/or financing involving the client small or medium agribusiness.</p> <p>A “micro-enterprise” is a very small-scale, informally organized business, excluding those involved in staple crop production, undertaken by poor people with ten or fewer workers, including the entrepreneur and family members. Agricultural entrepreneurs involved in commercial activities such as horticulture, dairy farmers, shrimp producers, etc may be micro-enterprises.</p> <p>“Women-owned” agribusinesses are considered enterprises with at least 50% or greater female ownership. The “value” is determined in Rand.</p> <p>A “first-tier” finance source is a formal banking or financial institution.(e.g. a bank)</p> <p>A “second-tier” finance source is a non-formal or alternative financier. (e.g. a fertilizer company or product exporter)</p> <p>Unit of Measure: Rand</p> <p>Disaggregated by: By recipient (1) province, (2) women-owned agribusiness, (3) micro enterprises, and by type of finance (4) equity finance; (5) private sector debt; (6) public sector and parastatal debt; (7) supplier credits; and, (8) other finance accessed which might include government grants, in-kind, cash or other forms of finance.</p> <p>Justification/Management Utility: This indicator measures the impact of AGRILINK II Project facilitation services to the agribusinesses. It directly measures how much finance agribusinesses have been given access to, as a result of AGRILINK II Project linkages.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Primary data is reported on the FAR Report by the AGRILINK II Project staff, along with the supporting documentation.</p> <p>Data Source(s): Supporting documentation must include; 1) evidence of the completed financial agreement e.g. an independent legal document such as a loan document, evidence of grant transfers, equity agreements or other suitable legal representation of the transfer of financial resources, which demonstrates the date, value and type of finance transferred, 2) evidence of AGRILINK II Project support e.g. a request for services, or other document from the agribusiness and 3) evidence that the business is HDE small or medium agribusiness.</p> <p>Timing / Frequency of Data Collection: Data is reported after collection of the supporting documentation</p> <p>Estimated Cost of Collection: If the client is previously aware of the need for documentation, not significant.</p> <p>Responsible Organization/Individual(s): Linkage Officers report the financial agreement to the Reporting System Administrator.</p> <p>Location of Data Storage: AGRILINK II Project PME files in national office, Johannesburg, Gauteng.</p>	

C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)
<p>Data Analysis: The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, and enters the data into the PMP Database manually.</p> <p>Presentation of Data: Totals are aggregated and disaggregated each month. Tables are presented monthly to Deputy COP (Admin), with monthly and cumulative totals for the year.</p> <p>Review of Data: The Deputy COP (Admin) reviews the primary data and the aggregated totals for each Province and presents it to the COP.</p> <p>Reporting of Data: Deputy COP (Admin) prepares the Monthly report for the COP. The COP reports monthly and cumulative totals for the year to the USAID CTO monthly. The COP also reports quarterly with quarterly and year-to-date totals and disaggregated totals.</p>
D. Data Quality Issues
<p>Initial Data Quality Assessment: The primary data is of high quality. The data directly and completely represent the result intended to be measured. It is reliable because it is backed by legal documents, attributable because there is ample activity reporting showing support, and timely because it can be collected at the termination of the sale.</p> <p>Known Data Limitations and Significance (if any):</p> <ul style="list-style-type: none"> • Data is accumulated from field to national. There is the normal chance of transcription and data entry error. There is a rounding error from cents to Rands. • Staff may maliciously fabricate data, since the data also contributes to personnel evaluation criteria. <p>Action Taken or Planned to Address Data Limitations: (See Part III)</p> <ul style="list-style-type: none"> • Provincial Managers review Activity Reports, to check for inconsistencies and make frequent field visits to verify meetings. They also meet independently with clients. • The Reporting System Administrator checks all primary data reports for transcription error, supporting documentation, attribution, makes currency conversions where necessary, before entering the data into the PMP Database manually. • Reporting System Administrator randomly samples 15% of the data reports each month and makes spot checks with the clients directly for reliability and attribution. • Deliberate misreporting of performance data is a basis for termination of employment contract. <p>Margin of Error: The margin of error rests in transcription (this is checked three times), rounding cents to Rands and conversion of foreign currencies to Rand. There is no sampling in data gathering. Officers will not under-report as this data contributes significantly to their personnel evaluation. The margin of error is negligible - less than 0.01% of the total value of sales.</p>
E. Performance Data Table
<p>Method of Calculation: The value of the finance accessed is counted when the financial instrument for one transaction is signed by both parties. The value of revolving funds will not exceed the total value of the instrument. For financing secured in a non-Rand currency, the value will be converted into Rands based on the rate of the day of the last signature of the agreement, sourced at www.x-rates.com (see historic lookup)</p> <p>Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year, e.g. FY 2001 is from October 1, 2000 to September 30, 2001.</p> <p>Rationale for Selection of Baselines and Targets: The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition. Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK I Project in Eastern Cape Province.</p>

Total	Target / Planned	Actual	Women-Owned Agribusiness	
			Target	Actual
2001 (Baseline)	R 0		n.a.	
2002	R 49,347,000	R 33,662,375	21%	97%
2003	R 109,572,000		23%	
2004	R 184,854,000		26%	
2005	R 266,682,000		29%	
2006	R 360,041,000		32%	
Final	R 360,041,000		32%	
Comments: The women's participation in agribusiness ratio is for the cumulative numbers.				
Eastern Cape	Target / Planned	Actual	Comments	
2001 (Baseline)	R 0			

AGRILINK II Project Performance Monitoring Plan

2002	R 14,099,000	R 30,499,550	
2003	R 33,738,000		
2004	R 56,650,000		
2005	R 79,562,000		
2006	R 103,431,000		
Final	R 103,431,000		
Comments:			
KwaZulu-Natal	Target / Planned	Actual	Comments
2001 (Baseline)	R 0	R 1,469,607	
2002	R 17,624,000		
2003	R 37,917,000		
2004	R 64,102,000		
2005	R 93,560,000		
2006	R 128,305,000		
Final	R 128,305,000		
Comments:			
Limpopo Province	Target / Planned	Actual	Comments
2001 (Baseline)	R 0	R 1,693,218	
2002	R 17,624,000		
2003	R 37,917,000		
2004	R 64,102,000		
2005	R 93,560,000		
2006	R 128,305,000		
Final	R 128,305,000		
Comments:			

Performance Indicator Reference Sheet	
<p><i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i></p> <p>Intermediate Result: 5.2.4 Reduced policy and regulatory constraints to small & medium agribusiness development</p> <p>Indicator: 5.2.4.A Number of agribusiness clusters assisted with policy reforms.</p>	
Date Established:	December 1, 2001
Date Last Reviewed:	October 22, 2002
A. Description	
<p>Precise Definition(s): An "agribusiness" is defined as any business predominantly focused on buying, selling, processing and/or marketing agricultural products.</p> <p>An agribusiness "cluster" is defined as a group of ten or more agribusinesses focused on supply, production, processing and/or marketing of a common agricultural product.</p> <p>A "policy reform" is defined as a change in a policy statement at the national, provincial or municipal level.</p> <p>Agribusiness clusters would be considered "assisted" if a policy reform, targeted by the AGRILINK II Project, benefits or will benefit the agribusiness cluster.</p> <p>Unit of Measure: an agribusiness cluster</p> <p>Disaggregated by: None</p> <p>Justification/Management Utility: This indicator measures the impact of AGRILINK II Project assistance to the Government of South Africa to reduce "policy and regulatory constraints". It is direct and uni-dimensional.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Carole A. Baekey International Associates cc, AGRILINK II Project consultant, will report a policy reform which the AGRILINK II Project has targeted. AGRILINK II Project staff may also report policy reforms at the municipal or provincial level. Dr. Vink, an AGRILINK II Project Policy Reform consultant, will document the impact it has on the agribusiness cluster.</p> <p>Data Source(s): AGRILINK II Project contractors will collect relevant official government documents.</p> <p>Timing / Frequency of Data Collection: Data is collected once the policy statement is published in the official Government document.</p> <p>Estimated Cost of Collection: High. The AGRILINK II Project will have to pay for Dr.Vink's documented validation.</p> <p>Responsible Organization/Individual(s): Dr. Vink, an AGRILINK II Project Policy Reform consultant...</p> <p>Location of Data Storage: Primary data is stored in the AGRILINK II Project PME files in national office, Midrand, Gauteng.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
<p>Data Analysis: Carole A. Baekey International Associates cc, AGRILINK II Project consultant, will report a "policy reform" which the AGRILINK II Project has targeted. Dr. Vink, an AGRILINK II Project Policy Reform consultant, will document the impact it has on the agribusiness cluster. AGRILINK II Project staff may also document impact of provincial or municipal policies on agribusiness clusters.</p> <p>Presentation of Data: Presented in the Provincial Weekly Reports and specific reports from the consultants.</p> <p>Review of Data: National Financial Linkage Manager, PME Manager and the Deputy COP (Program).</p> <p>Reporting of Data: Carole A. Baekey International Associates cc, AGRILINK II Project consultant, will report a change in policy to the Program Manger. He will refer it to Dr Vink to verify and analyze. Dr Vink will report back to the Deputy COP (Program). The COP reports to the CTO, USAID/South Africa, in the Monthly Report.</p>	
D. Data Quality Issues	
<p>Initial Data Quality Assessment: The data has a relatively high validity. Integrity is assured by testing the "benefit" with independent sources.</p> <p>Known Data Limitations and Significance (if any): None</p> <p>Action Taken or Planned to Address Data Limitations:</p> <ul style="list-style-type: none"> • None 	
E. Performance Data Table	
<p>Method of Calculation: One agribusiness cluster is counted when the policy change is confirmed to have assisted that cluster.</p>	

Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year e.g. FY 2001 is from October 1, 2000 to September 30, 2001.

Rationale for Selection of Baselines and Targets: The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition. Targets were projected by the AGRILINK II Project staff based on past experience on the AGRILINK I Project in Eastern Cape Province.

Total	Target / Planned	Actual	Comment
2001 (Baseline)	0		
2002	8	0	
2003	16		
2004	26		
2005	38		
2006	50		
Final	50		

Comments: Work on this activity was postponed for FY 2003.

Performance Indicator Reference Sheet	
<i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i>	
Intermediate Result: 5.2.4 Reduced policy and regulatory constraints to small & medium agribusiness development	
Indicator: 5.2.4.B Number of policy reforms that reduce constraints to small & medium agribusiness development.	
Date Established: December 1, 2001	Date Last Reviewed: October 22, 2002
A. Description	
<p>Precise Definition(s): An “agribusiness” is defined as any business predominantly focused on buying, selling, processing and/or marketing agricultural products.</p> <p>A “policy reform” is defined as a change in a policy statement at the national, provincial or municipal level identified and actively promoted by the AGRILINK II Project.</p> <p>A “small” agribusiness has been defined as an enterprise with (a) an annual turnover of at least R2,400, but less than R10 million, and (b) a full-time equivalent paid employment of at least one, but less than six people.</p> <p>A “medium” agribusiness has been defined as an enterprise with (a) an annual turnover of R10 million or more, but less than R100 million and (b) a full-time equivalent paid employment of six, but less than 100 people.</p> <p>Unit of Measure: a policy reform</p> <p>Disaggregated by: None</p> <p>Justification/Management Utility: This indicator measures the impact of AGRILINK II Project assistance to the Government of South Africa to reduce “policy and regulatory constraints”. It is direct. However, because it is an impact indicator, it is not uni-dimensional, since it measures both the AGRILINK II Project performance and the GSA’s inclination to change.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Carole A. Baekey International Associates cc, an AGRILINK II Project consultant, will report a policy reform which the AGRILINK II Project has targeted. Dr. Vink, an AGRILINK II Project Policy Reform consultant, will document the impact it will have on small & medium agribusiness development.</p> <p>Data Source(s): AGRILINK II Project contractors will collect relevant official government documents.</p> <p>Timing / Frequency of Data Collection: Data is collected once the policy change is published in an official government document.</p> <p>Estimated Cost of Collection: High. The AGRILINK II Project will have to pay for Dr.Vink’s documented validation.</p> <p>Responsible Organization/Individual(s): Dr. Vink, an AGRILINK II Project Policy Reform consultant, AGRILINK II Project consultant.</p> <p>Location of Data Storage: Primary data is stored in the AGRILINK II Project PME files in national office, Midrand, Gauteng.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
<p>Data Analysis: Carole A. Baekey International Associates cc, AGRILINK II Project consultant, will report a “policy reform” which the AGRILINK II Project has targeted. Dr. Vink, an AGRILINK II Project Policy Reform consultant, will document the impact it will have on small & medium agribusiness development.</p> <p>Presentation of Data: Presented in the weekly report.</p> <p>Review of Data: PME Manager and the Deputy COP (Program).</p> <p>Reporting of Data: Carole A. Baekey International Associates cc, AGRILINK II Project consultant, will report a “policy reform” to the Program Manger. He will report it to Dr Vink to verify and analyze. Dr Vink will report back to the Deputy COP (Program). The COP reports to the CTO, USAID/South Africa, in the Monthly Report.</p>	
D. Data Quality Issues	
<p>Initial Data Quality Assessment: The data has a relatively high validity. Integrity is assured by testing the “benefit” with independent academic sources.</p> <ul style="list-style-type: none"> • Known Data Limitations and Significance (if any): None • Action Taken or Planned to Address Data Limitations: None 	

E. Performance Data Table

Method of Calculation: One “policy reform” is counted when it is confirmed that it will assist agribusiness development.

Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year, e.g. FY 2001 is from October 1, 2000 to September 30, 2001.

Rationale for Selection of Baselines and Targets: The baseline is set at 0, since this indicator quantifies a service offered, not a pre-existing environmental condition. The AGRILINK II Project staff projected targets based on their professional and past experience.

Total	Target / Planned	Actual	Comment
2001 (Baseline)	0		
2002	2	0	
2003	5		
2004	8		
2005	11		
2006	15		
Final	15		
Comments: Work on this activity was postponed until FY 2003.			


Performance Indicator Reference Sheet	
<i>Strategic Objective: Increased Market-Driven Employment Opportunities Created</i>	
Intermediate Result: 5.2.4 Reduced policy and regulatory constraints to small & medium agribusiness development	
Indicator: 5.2.4.C A policy matrix to track the evolution of policy issues key to employment generation in small and medium agribusinesses.	
Date Established: December 1, 2001	Date Last Reviewed: October 22, 2002
A. Description	
<p>Precise Definition(s): An "agribusiness" is defined as any business predominantly focused on buying, selling, processing and/or marketing agricultural products.</p> <p>The "policy issues" are those selected by the AGRILINK II Project to focus on.</p> <p>Unit of Measure: Score on the matrix.</p> <p>Disaggregated by: None</p> <p>Justification/Management Utility: This indicator tracks the progress of AGRILINK II Project activities to reduce "policy and regulatory constraints"; however, no targets have been set.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: Carole A. Baekey International Associates cc, AGRILINK II Project consultant, will report activities on policy reform which the AGRILINK II Project has targeted.</p> <p>Data Source(s): AGRILINK II Project contractors will collect relevant official government documents.</p> <p>Timing / Frequency of Data Collection: The matrix is reassessed quarterly.</p> <p>Estimated Cost of Collection: High. The AGRILINK II Project will have to pay for Dr.Vink's assessments.</p> <p>Responsible Organization/Individual(s): Dr. Vink, an AGRILINK II Project Policy Reform consultant, AGRILINK II Project consultant.</p> <p>Location of Data Storage: Dr.Vink's assessments will be stored in the AGRILINK II Project PME files in national office, Midrand, Gauteng.</p>	
C. Plan for Data Analysis, Reporting, and Review (schedule, methodology, responsibility)	
<p>Data Analysis: Dr. Vink will assess the progress of the policy issues.</p> <p>Presentation of Data: Both the matrix score and the matrix will be presented in AGRILINK II Project Quarterly Reports.</p> <p>Review of Data: PME Manager and the Deputy COP (Program).</p> <p>Reporting of Data: Dr Vink will report back to the Deputy COP (Program). The COP reports to the CTO, USAID/South Africa in the Monthly Report.</p>	
D. Data Quality Issues	
<p>Initial Data Quality Assessment: The data in the matrix is an assessment. However, each stage is objectively scored on unambiguous benchmarks: 0 – not started, 1 – in progress and 2 - completed. The quality is medium-high.</p> <p>Known Data Limitations and Significance (if any):</p> <ul style="list-style-type: none"> • The Assessor is contracted by the AGRILINK II Project; however, he is an independent academic. <p>Action Taken or Planned to Address Data Limitations:</p> <ul style="list-style-type: none"> • None 	


E. Performance Data Table
<p>Method of Calculation: The evolution of policy is assessed quarterly to determine which benchmark has been reached. 0 – not started, 1 – in progress and 2 – completed. The table is attached.</p> <p>Key to Table: Annual non-cumulative totals. The year is the USAID fiscal year, e.g. FY 2001 is from October 1, 2000 to September 30, 2001.</p> <p>Rationale for Selection of Baselines and Targets: There is neither baseline nor targets. This indicator tracks the evolution of the policy environment.</p>

I.R. 5.2.4 C Matrix to Track the Evolution of Policy Issues Key to Employment in SME Agribusiness Enterprises.

Policy Issues Key to Employment Generation in SME Agribusiness Enterprises.			Constraints			GSA Assistance		Legislation		
			Identified	Researched	Reported	Offered	Accepted	Drafted	Tabled	Passed
I.R.	Issue	Loc.								
SME Access to Markets	Issue 1									
	Issue 2									
	Issue 3									
SME Capacity	Issue 4									
	Issue 5									
	Issue 6									
Access to Capital	Issue 7									
	Issue 8									
	Issue 9									
Total Score										

Key:

In Progress  **1**


Completed  **2**


Location: Nat= National, EC= Eastern Cape, KZN= KwaZulu-Natal, NP= Limpopo Province

I.R. 5.2.4 C Example: Matrix to Track the Evolution of Policy Issues Key to Employment in SME Agribusiness Enterprises.

Policy Issues Key to Employment Generation in SME Agribusiness Enterprises.			Constraints			GSA Assistance		Legislation				
			Identified	Researched	Reported	Offered	Accepted	Drafted	Tabled	Passed		Implemented
I.R.	Issue	Loc										
SME Access To Markets	Provincial infrastructure planning does not include appropriate allocations for rural road infrastructure.	EP	■	■	■						5	
		KZN	■	■							3	
		LP	■								1	
	Agricultural export policies are not sufficiently supportive of SME agribusiness	Nat.	■								1	
	Agricultural Product Standards Amendment Act 1998 needs to be reviewed to support SME agribusiness	Nat.									0	
SME Capacity	Legislation not implemented that would facilitate agricultural skills transfer from competent commercial farmers to emergent SME agribusiness.	Nat.	■					■	■		7	
	Tribal land policy not explicit about use for agribusiness projects	KZN	■	■							3	
	HIV/AIDS and stability of workforce	Nat.	■								1	
	Lack of appropriate provincial extension services aimed at SME agribusiness	EP	■	■	■	■	■	■	■			11
		KZN	■	■								3
		LP	■									1
Access to Resources	Customary law relating to women’s rights to land ownership, ownership of assets and their ability to enter into contracts.	Nat.	■	■	■	■	■				8	
	Land tenure for emerging farmers	Nat.	■								1	
	Reallocation of national and provincial budgets to adequately implement legislated assistance to SME agribusiness.	Nat.	■								2	
		EP	■								1	
		KZN	■								1	
		LP	■								1	
	Lack of specific guarantee for quantity or quality of water in the National Water Act, 1998.	Nat.	■	■							3	
The need for a crop insurance policy	Nat.	■								1		
Total Score											54	

Key:

In Progress  **1**

Completed  **2**

Location: Nat= National, EC= Eastern Cape, KZN= KwaZulu-Natal, LP= Limpopo Province

PART III: DATA QUALITY AND EVALUATION SCHEDULE

PMP Vers.	Activity	Year Quarter	Note	FY 2002				FY2003				FY2004				FY2005				FY 2006			
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Project Contract Awarded			A																			
	PMP developed			A																			
	Data Quality Spot Checks	1			A	A	A	A	A	A	P	P	P	P	P	P	P	P	P	P	P	P	P
	CTO Data Quality Spot Checks										?	?	?	?	?	?	?	?	?	?	?	?	?
	USAID/SA SO5 DQA	2								A							?						
	Modifications from DQA	2								A							P						
	Internal DQA	3											P				P				P		
	USAID/SA Midterm Evaluation													P									
	USAID/SA Final Evaluation																						?
	Data Checked and Updated	4						A					P				P				P		
1.0	USAID/SA SO5 approved PMP				A								P				P				P		
1.1	Performance Indicator Reference	5			A																		
1.2	Sheets Reviewed																						
1.3	Reporting Instruments reviewed				A																		
1.4	Gender targets added				A																		
1.5	Reporting Instruments reviewed				A																		
1.6	Definitions clarified				A																		
1.7	Method of calculation reviewed					A																	
1.8	Data Checked and Updated							A															
1.9	Definitions reviewed							A															
2.0	Incorporate changes from DQA									A													
	Schedule Updated				A	A	A	A	A	A	A												

Key: A= Actual P= Planned ?= Proposed

Notes:

1. Data Quality Spot Checks: The Reporting Systems Administrator checks all data for accuracy and duplication against photocopies of the original supporting documentation before data entry into the database. Each week the Reporting Systems Administrator selects one Performance Report from each field office, from a different officer each week, and does a spot check on the validity of the data with the client agribusiness. This approximates a spot-check on a sample of 15% of the performance records. The Reporting Systems Administrator keeps a log of these checks, detailing the Performance Report number, the officer, date of check and finding. The Reporting Systems Administrator keeps a separate log for all changes that may be needed in the database.

2. USAID Data Quality Assessment: In April 2003 USAID commissioned a Data Quality Assessment for the SO5. This involved a detailed assessment, to ISO 19011 standards, of five performance indicators. Because of the nature of the Assessment this, in fact, involved an assessment of eleven of seventeen performance indicators that

AGRILINK II Project reports to USAID/South Africa. Five “minor non-conformities” were identified, all of which have been addressed in the modified PMP 2.0

3. Internal Data Quality Assessment: The internal Data Quality Assessment will be done by the EM&I Performance Monitoring Specialist, who has no role in AGRILINK II Project data gathering, analysis or reporting.

4. Data Checked and Updated: EM&I’s Performance Monitoring Specialist checks the annual actual performance that AGRILINK II Project reports to USAID/South Africa and enters it into the Performance Indicator Reference Sheets annually.

5. Amendments and Revisions: Detailed amendments and revisions to the PMP are noted on the following page, and a new version number is assigned to the PMP to ensure that the most updated PMP is being used. After the data has been updated annually (see Note 4.), the Chief of Party presents the most recent version of the PMP to the Cognizant Technical Officer, USAID/South Africa for approval.

Amendments and Revisions:

2002

January 22, 2002

- PMP v1.0 submitted to Mr. Dorvin Stockdale, CTO, USAID/South Africa.

February 5, 2002

- USAID/South Africa reviewed and approved PMP v1.0.

February 20, 2002 PMP v.1.1

- P.I. 5.2.A and B was modified to correct the section B, Timing/Frequency of Data Collection in line with the P.I.s 5.2.1 D, 5.2.2E, 5.2.3A and 5.2.3 B.

March 11, 2002 PMP v. 1.2

- Results Framework (p.8) modified. I.R. 5.2.3 from “Increased Small & Medium Agribusiness Access to Capital Resources” to “Increased Small & Medium Agribusiness Access to Finance”. This was a result of a meeting with Bill Brands, SO 5 Team Leader, USAID/South Africa, on the Sustainable Employment Microenterprise development (SEMED) Project Results Framework.
- Added Amendments and Revisions page to the PMP. (page 49)
- P.I. 5.2.2 D and E were modified. Section A: Description. The definition was changed from “**Privatized**” means a change from government ownership to public ownership’ to “**Privatized**” means a change from government ownership to private ownership.’

March 19, 2002 PMP v. 1.3

- Added the Glossary (pages iii & iv).
- Added 4 measurement tools, MIR, FAR, PTR & TR

March 26, 2002 PMP v. 1.4

- Added Women targets to PI 5.2.1.A (page 22)

April 15, 2002 PMP v.1.5

- Added definition of “Product”. Changed the word “commodity” to “product” to include agricultural services.
- Updated Reporting Forms.

May 2, 2002 PMP v.1.6

- Modified PI 5.2.1 A (page 21) Section A. Description. The definitions of “market” and “identified” were changed to clarify what is intended. Similar changes were made in the Glossary (page iv). Updated MIR v2.9

June 28, 2002 PMP v.1.7

- Modified PI 5A (page 11) Section B. Plan for Data Collection and Section E. Performance Data Table. Method of Calculation. To change the method of calculation from the “value of the transaction” to the “value of the sale of a commodity”. Updated MIR v2.10

October 22, 2002 PMP v. 1.8

- Updated with FY '02 Actuals. Added “discounts” to the definition of “Finance”.

November 13, 2002 PMP v. 1.9

- The definitions of **markets identified**, **finance accessed**, **entrepreneur** and **business transactions** were all modified to be more specific about the involved parties. The conditional phrase “one of which must be at least 50% black-owned” was added.
- PI 5.2a – Targets were corrected from formula projections to sum of a+b+c. Corrections were less than ±0.1% of the originals.
- PI 5.2.2.a & PI 5.2.3.a - Updated reporting instruments.

2003

June, 2003, PMP v2.0

- After an independent Data Quality Assessment in April 2003, USAID identified new Key Performance Indicators and established definitions. These have incorporated into this version of the PMP. They include PI 5, PI 5.2 A, B&C and PI 5.2.3 A&B.
- New Performance Indicator Reference Sheets have been developed for PI 5.2 A, B&C.
- Performance Indicator Reference Sheets PI 5.2.3 A&B have been modified with definitional change for HDE and Women-Owned Agribusiness. Microentrepreneurs has been added. There are new disaggregations. The method of calculation of foreign currency has been stipulated.
- The Results Framework and Part I was also modified to reflect the new Key Performance Indicators.
- The gender disaggregation definition also changed for all indicators except PI 5.2.2 A&B.
- The MIR and FAR Reporting Instruments were modified to include the above changes.