



**USAID** | **MALI**  
FROM THE AMERICAN PEOPLE

# CONSOLIDATED PERFORMANCE MONITORING PLAN

**PRODEPAM, TRADEMALI, MALI FINANCE**



**Members of a local producers organization assess the performance of last year's potato campaign. Performance monitoring is an essential part of our work and has been integrated into all aspects of proposed activities.**

April 2006

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# CONSOLIDATED PERFORMANCE MONITORING PLAN

**PRODEPAM, TRADEMALI, MALI FINANCE**

**Submitted to: USAID/Mali  
Accelerate Economic Growth Strategic Objective Team**

**Submitted by:**

**CLUSA  
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**Chemonics International Inc.  
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## SECTION 1

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### Introduction

#### **A. Combining Project Objectives: PRODEPAM, TradeMali, Mali Finance**

This Performance Monitoring Plan (PMP) combines the performance plans for three SO9 projects that will implement their activities collaboratively during the 14 months from June 1, 2006 to July 31, 2007. PRODEPAM is implemented by CLUSA as the prime of a consortium of five international NGOs, in collaboration with Malian NGOs and public services agencies. TradeMali and Mali Finance are implemented by Chemonics International as prime contractor in partnership with the Malian private sector, various ministries and departments of the Government of Mali, and local NGOs. The three projects' common objective is to contribute directly to USAID/Mali's economic growth strategy.

Agriculture is the foundation of Mali's economy. An estimated 80 percent of the population depends on agriculture, which contributes 42 percent of the GDP. Despite immense potential for irrigation, Mali still depends largely on rain-fed agriculture with accompanying high risk of drought and flooding, both of which destroy crops. In addition to crop yields that are far below the potential, the markets for Malian agricultural products in West Africa are not being appropriately exploited. To address these issues, the USAID/Mali economic growth strategy's objective is to increase productivity and incomes in selected agricultural subsectors. Intermediate results are achieved through activities that support the production and marketing of selected agricultural products (linking supply with demand) and activities that increase the access of producers, and others in the value chains, to the financial services needed for economic growth.

The objective of the PRODEPAM project is to reduce the production risks and increase the productivity of the rice and horticulture sectors through increased investment in irrigation, improved access to inputs and seeds, and community capacity building in natural resource management. This is the supply side of the economic growth strategy.

TradeMali works to expand access to local, regional, and international markets for selected agricultural commodities by enhancing the commodity value chains' competitiveness, and by creating an institutional and policy framework favorable for marketing the commodities. This is the demand side of the economic growth strategy.

The Mali Finance project seeks to expand access to financial services for all citizens of Mali by strengthening the financial services sector through three components: 1) increasing the provision of financial services from banks and microfinance institutions (MFI) to agro-entrepreneurs and producer organizations; 2) promoting investment opportunities; 3) building the capacity of stakeholders involved in the financial services sector through training. Access to financing links the demand for agricultural products with the supply, thereby improving incomes.

## **B. Purpose of Performance Monitoring**

USAID, under the 1994 US Government Performance and Results Act, is required to establish a strategic plan and performance monitoring plan to focus on the achievement of measurable results. The PRODEPAM, TradeMali and Mali Finance projects have therefore jointly developed this PMP to monitor and report on progress in achieving quantifiable, measurable results. The PMP monitoring and evaluation (M&E) process will provide USAID with all performance indicator data as specified in the project contract.

Integration of performance monitoring in the overall project management system will assist the project team in planning and focusing activities and resources to achieve program objectives and targeted results. It will also inform the project team as to whether planned activities are on track or require corrective actions.

## SECTION 2

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### Consolidating the Performance Monitoring Plan

#### A. Consolidating the Results Framework and Indicators

To consolidate activities in one work plan, the projects looked at the results frameworks and the indicators under which each project had been reporting. Due to proposed budget cuts and the increased need for synergistic field presence, each project identified certain components, activities, and related indicators to be eliminated. During this exercise focus was put on the those indicators used for Online Presidential Initiative Network (OPIN) and Initiative to End Hunger in Africa (IEHA) reporting, to ensure little disruption would be caused by modifying indicators and assuring continuation of all these most relevant indicators for USAID's reporting purposes.

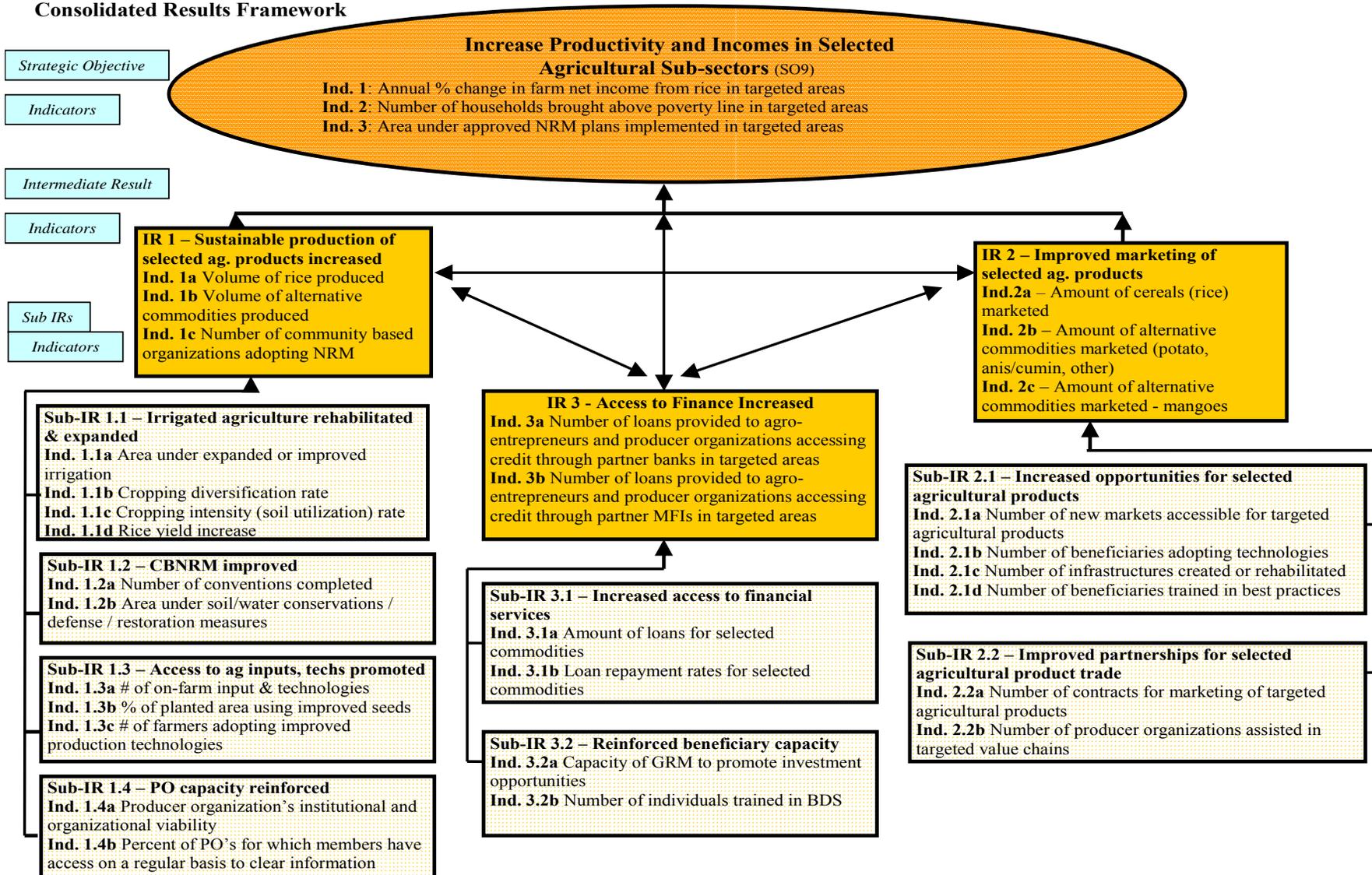
In addition, a closer look was taken at the interrelations between the projects in terms of indicator reporting, assuring a logical flow from data resulting from one project's intervention strategies to the other two projects. Even though the linear presentation of the new results framework does not seem too different from the original, considerable changes were made; much work was done to better link our synergistic activities to indicators that will show the increased e impact of our combined project implementation efforts.

Assistance for improving agricultural production and trade form the two main pillars for achieving increased revenues. However, along every step of the way, access to finance is of vital importance to support the changes and improvements to agricultural production systems and trade opportunities. Reinforced capacity of all stakeholders involved in the value chain forms the basis from where the successful transfer of knowledge can be translated into positive impact on the lives of Malian people.

The details provided in the work plan, which takes a value chain approach, present an outline of how the technical assistance of all three projects is integrated and made available to the beneficiaries. The results achieved through successful implementation of all these proposed activities implemented in a consolidated and integrated fashion, will provide us with the data needed for indicator results reporting as specified in this performance monitoring plan, and more specifically the indicator reference sheets that have been developed for the new consolidated results framework.

The objective in developing the consolidated results framework was to assure a logical flow of data resulting from one project's intervention strategies to the other two projects, while keeping indicators used for OPIN/IEHA reporting as a priority. Even though the linear presentation of the new results framework appears similar to the original SO9 results framework, considerable changes were made to increase the impact of our combined project implementation efforts. The consolidated results framework is shown on the following page.

**Consolidated Results Framework**



## A1. Changes and Modifications

Substantial changes were made to the original results frameworks of each of the three projects in order to develop a consolidated PMP that accounts for the reduction in funding and the need for increased project collaboration. This section provides an outline of the major changes and modifications, decisions made, and propositions for improved results reporting, referencing the new consolidated results framework.

### A1a. Strategic Objective-Level Changes

During past reporting periods, only PRODEPAM has reported on SO-level indicators, although Mali Finance and TradeMali contribute directly and indirectly to the first two indicators as well: (1) Annual percent change in farm net income from rice in targeted areas; and (2) Number of households brought above poverty line in targeted areas. By integrating the projects' activities, integrated project beneficiaries' household revenue will increase because:

1. Improved harvesting/processing/storage techniques for each targeted value chain will increase average market prices received
2. Improved commercialization (market information, timing, negotiation, packaging) for all targeted commodities will expand the volume of commodities sold
3. Improved management of income generating activities for agricultural producers (individuals and organizations) as a result of a common value chain development strategy will move value chain players from informal practices into commercial status with growth capacity
4. Increased targeted access to finance linked to market players in the value chains will provide beneficiaries with opportunities for undertaking new and improved activities, practices and technologies

The contributions that Mali Finance and TradeMali are making to the first two SO level indicators will be included in the PRODEPAM annual M&E survey to ensure that the projects' combined efforts and impact are captured and reported at this level.

How TradeMali and Mali Finance contribute to the 'old' third SO level indicator, *number of community organizations adopting natural resources management in targeted areas*, is less obvious. In addition, PRODEPAM proposes replacing this original SO level natural resource management (NRM) indicator with their original IR level NRM indicator, which aims at achieving a higher-level goal. Therefore, the *area under approved NRM plans implemented in targeted areas* will now serve as the third SO level indicator.

### A1b. Intermediate Result-Level Changes

The three original IR-level indicators, which correspond to the technical focus areas of each project, have been maintained. They support the logical flow of indicators and results to the SO level and best capture the levels of technical assistance provided to achieve the higher-level goals and objectives. Significant modifications, however, were made within each of the IRs based on planned consolidation of activities consistent with the resources available for the coming year.

A key improvement in the consolidated results framework concerns the inclusion of the most important OPIN and IEHA indicators. Any specific OPIN or IEHA indicators that did not fit in the logical framework, although they will continue to be tracked, are mentioned specifically in the following sections on the project-specific IRs.

### **IR 1: Sustainable production of selected agricultural products increased**

PRODEPAM will still be primarily responsible for performance under this intermediate result. However, close collaboration with TradeMali and Mali Finance will be a requirement for continued successful implementation of all activities related to agricultural production.

TradeMali and Mali Finance do not have a specific gender-mainstreaming indicator, but rather incorporate any gender-related data in disaggregated data tables and the narrative reporting. PRODEPAM has decided to adopt this approach for future reporting and thus eliminated this indicator. A separate section in the consolidated semi- and annual reports to USAID will provide a description of results achieved and areas of impact based on the integrated approach to gender each project has taken since project inception.

All activities relating to animal feed production and promotion will be eliminated starting in August 2006, as funding will no longer be available for this component. As a result, the Sub-IR for this component and its indicators are no longer part of the consolidated results framework.

Other indicators that will be eliminated to simplify and consolidate the framework are:

1. Change in volume of irrigated production per m<sup>3</sup> of water used
2. Hectares of degraded land reclaimed
3. Increase in number of species in target conservation areas

Initially, PRODEPAM tracked the number of approved loans and loan reimbursement rate, as did Mali Finance. However, as part of consolidation, indicators reporting on finance-related activities are now all integrated under the *Access to finance* intermediate results (IR3).

In order to integrate most of the OPIN and IEHA indicators in the consolidated results framework, a new sub-intermediate result, *Producer organization capacity reinforced* (Sub-IR1.4), has been added under IR 1, given that reinforcing the capacity of producer organizations is fundamental to program success. The indicator reference sheets of the two indicators under Sub-IR 1.4 will need some further polishing after discussions can be held with the AEG Team's monitoring and evaluation specialist.

### **IR 2: Improved marketing of selected agricultural products**

A major shift for TradeMali in modifying the performance results indicators for marketing activities is a result of the much-reduced focus on the mango sector for the last 14 months of the project. The mango sector was the only value chain providing produce for export (beyond the sub-region) on which the project reported. Therefore the focus on export of produce is taken out of TradeMali activities and a more general focus is put on marketing (locally and regionally). TradeMali will continue to report on policy indicators by tracking results for OPIN/IEHA reporting, however, these indicators will no longer be included in the

consolidated results framework: the level of effort will be greatly reduced, and support to the mango sector is considered a stand-alone activity for TradeMali.

In addition, due to budgetary limitations TradeMali will no longer continue to support its subcontract for communication support. Therefore, all communication and market information-specific indicators will not longer be part of the consolidated results framework.

For reasons of consolidation and uniformity, the structure of the original TradeMali results framework, which uses performance results rather than IRs and Sub-IRs, was revised. The restructured sub-intermediate results and indicators now follow the same logic as the results framework outline used by the other two projects and the new consolidated framework.

IEHA- and OPIN-related results are integrated in the indicators that were maintained for the consolidated results framework, except for policy-related activities, which will be tracked separately using the PIVA tables. Gender-specific reporting will continue by disaggregating results achieved in the different value chains. Mirroring the consolidation of PRODEPAM financing indicators, TradeMali indicators relating to *Access to finance* (loan repayment rates and volume of credit disbursed) are now also captured in a more integrated manner under IR3 indicators.

Reformulation of the indicators that will be maintained in the consolidated results framework was necessary to ensure that all indicators are measurable and one-dimensional. The criteria definitions discussed in subsection B which follows provide the details of the results captured and the level of disaggregation for reporting purposes.

### **IR 3: Access to finance**

The work plan and results framework consolidation process provided an opportunity for Mali Finance to simplify its original results framework and combine those indicators that refer to the same activity or beneficiaries. More specifically, all results reporting on number of loans provided through banks are now combined, as are all loans provided through microfinance institutions. Disaggregation of results for reporting and tracking purposes will provide the level of detail needed for each type of loan.

Having achieved a considerable degree of success, Mali Finance will reduce activities aimed at building the capacity of consultants and BDS providers during the coming year. Much of the project's activities were targeted at developing bankable investment opportunities and supporting SMEs that wanted to 'purchase' business development services from the BDS providers. We believe this market is now more sustainable on its own.

Mali Finance will continue to support the Government of Mali in promoting investment opportunities through the creation of a new Investment Promotion Agency (IPA) as a stand-alone activity. However, the project proposes to discontinue the provision of technical assistance for regulatory and legal reforms. Mali Finance hopes to finalize the support for two reforms by the end of August 2006. Initiating support for a new reform during the last year of project implementation would not justify the amount of human and financial resources required for this activity given that the reform could not be completed during the remaining life of the project.

In the new consolidated framework, the remaining indicators relating to reinforced beneficiary capacity are now combined under one sub-intermediate result (Sub-IR 3.2).

Mali Finance will track two new indicators for which certain results have been monitored in the past by PRODEPAM and TradeMali. The *Amount of loans* and the *Loan repayment rates for selected commodities* will be tracked as part of increasing beneficiaries' access to financial services (Sub-IR 3.1). Loans will be tracked by value chain, as both PRODEPAM and TradeMali's beneficiaries operate within specific agricultural subsectors for which financing is often a basic requirement.

Mirroring the other two projects, Mali Finance has also integrated most IEHA- and OPIN-related results in the indicators that were retained for the consolidated results framework. Even though two indicators concerning the amount of savings and number of clients at MFI partner networks that provided data for IEHA/PIVA reporting will not be part of the consolidated results framework, Mali Finance will continue to collect data on these indicators as part of the technical support and monitoring provided to our partner microfinance institutions, enabling the project to continue its IEHA results reporting. Gender-specific results reporting will continue through disaggregation of all results achieved for access to finance.

The targets for those indicators that are maintained and/or have been combined by Mali Finance will remain the same or have been revised upwards for the purpose of this new consolidated PMP. We expect that increased collaboration will lead to increased results and impact.

## **A2. OPIN/IEHA Indicators**

The Online Presidential Initiative Network and the Initiative to End Hunger in Africa have a specific set of indicators. IEHA is a multi-year effort designed to help fulfill the Millennium Development Goal of reducing the number of hungry people in Africa by half, by 2014. As stated in USAID documents, "the Initiative focuses on promoting agricultural growth and building an African-led partnership to cut hunger and poverty by investing in a smallholder-oriented agricultural growth strategy." IEHA has six themes:

1. Science and technology (information technology and biotechnology) to improve agricultural productivity
2. Agricultural trade and marketing systems to improve farm incomes and reduce localized shortages
3. Formation and strengthening of Community-based Organizations and Producer Organizations for improved business management and a greater political voice
4. Development of human capital, institutions and infrastructure
5. Integration of vulnerable groups into development processes to reduce their impoverishment risks.
6. Environmental management to generate public and private economic benefits through environmental goods and services.

The OPIN and IEHA indicators that the three projects will use to track their performance and results are presented in the table below by project along with the areas that they are expected to report.

<b>Indicator</b>	<b>PRODEPAM</b>	<b>TradeMali</b>	<b>Mali Finance</b>
<b><u>1. Beneficiaries</u></b>	✓	✓	✓
Number of rural households benefiting directly from interventions	✓	✓	✓
Number of vulnerable households benefiting directly from interventions	✓	✓	✓
Number of agriculture-related firms benefiting directly from interventions	✓	✓	✓
Number of partner organizations and active institutional members of those partner organizations	✓	✓	✓
<b><u>2. Training</u></b>	✓	✓	✓
Male attendance in training	✓	✓	✓
Female attendance in training	✓	✓	✓
<b><u>3. Organizations</u></b>	✓	✓	✓
Number of producers' organizations, water user associations, trade and business associations, and CBOs assisted	✓	✓	✓
Number of women's organizations/associations assisted	✓	✓	✓
<b><u>4. Partnerships</u></b>	✓	✓	✓
Number of public-private partnerships formed	✓	✓	✓
<b><u>5. Technologies</u></b>	✓	✓	✓
Number of technologies made available for transfer	✓	✓	✓

## **B. Performance Monitoring Plan Components**

### **B1. Purpose**

The purpose of this PMP is to provide the three projects and USAID with:

1. A list of performance indicators that are measurable and useful in determining their performance and impact linked to project interventions and the results framework
2. An outline of the approach and methodology for data acquisition and establishment of baselines
3. An overview of the M&E System, including the processes of data management, quality control, knowledge management and reporting

Performance monitoring will be focused in order to:

1. Examine pilot efforts in common target areas in order to adjust or improve development activities before wider application
2. Introduce risk mitigating measures or benefit-enhancing measures
3. Assess whether the development objectives of the interventions are being met
4. Document important lessons including success stories

## B2. Performance Indicators

The purpose of the PMP is to provide each project with a practical list of performance indicators that are measurable and useful, and for which the projects will be jointly accountable.

Each project contract currently includes a set of proposed activities along with a list of project performance indicators. This existing set of indicators constituted a good starting point for the selection and definition of performance indicators for the next 14 months. Wherever possible, we tried to select indicators for which credible data are available and can be easily obtained, and which does not involve high data collection cost.

The first requirement for designing a program monitoring and evaluation plan is defining the criteria to be used in selecting indicators. The criteria for our combined PMP are presented in the table below.

### Criteria for Indicator Selection

Criterion	Definition
Simple	The degree of calculation or data manipulation and transformation is minimal; that is, not difficult analytically and the data requirements of the indicator should not be excessive.
Direct	Described by a single variable with an obvious connection to the intervention.
Useful	It is of potential use—i.e., can result in some action—to policy makers, program implementers, beneficiaries. Even better, there exists a demand for the information.
Reliable	Measures as closely as possible the result we are trying to achieve (impact of projects interventions) in an accurate way
Sensitive	Capable of picking up changes over time.
Relevant	Baseline and/or Stated Targets Exist or Should Exist

A pool of indicators was generated and assessed according to the criteria in the table above. Clearly, there are trade-offs, and a data-intensive indicator—such as incremental net farm income—is selected nonetheless because of its high relevance, sensitivity, usefulness, et cetera.

The recommended set of indicators at the SO, IR, and Sub-IR levels is presented in the Performance Indicator Reference Sheets that follow, along with:

*Definition and Unit of Measure.* For each selected performance indicator, a clear and precise definition of what will be measured and unit of measure is provided. An outside reader

should have no difficulty understanding what exactly is included in the measure provided by the indicator.

*Justification.* A rationale for selecting each indicator was developed, which describes the usefulness of the indicator in measuring the planned performance result. A hypothesis provides a tentative explanation that accounts for the results achieved, which can be tested by further analysis of project findings and accomplishments over time.

*Critical Assumptions.* The critical assumptions describe external and uncontrollable factors that could significantly affect the achievement of program targets. These assumptions are very useful for project managers to analyze, especially when actual performance is less than planned.

*Baseline Data.* The baseline is the value of a performance indicator at the beginning of the project or the performance period. It is used as a point for comparing achieved progress and results. Collection of baseline values for each indicator is a necessary step before recommending targets that are organizationally feasible and acceptable.

*Performance Targets.* The performance targets are the intended results for each indicator at the end of each year for the entire period of the program. These targeted results are derived using the best available information at the time of developing this PMP, which include the analysis of past trends, current conditions, and anticipated impacts of planned project activities.

*Methodological Information.* This step allows us to identify sources of data, frequency and timing of acquisition, and responsibility.

### **C. Data Acquisition, Analysis and Reporting**

For each selected performance indicator, a clear data acquisition method has been developed, which includes data source, frequency, and collection responsibility. The source of data could be either internal project records, partner organizations and beneficiaries, or public information. As the data source for the majority of indicators relates to the partner reports, the project team will work with these partners to build or adapt their databases to project reporting needs.

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

The projects will work closely with partner institutions and organizations to collect data on an appropriate periodic basis. Where necessary, new data collection systems will be developed to facilitate the analysis and reporting on PMP indicators at the end of each fiscal year and at project close-out. The projects will use simple databases or tally sheets for tracking the indicators and furnish training and assistance for staff and partner organizations to assure that quality data are collected and validation and analysis are done. Periodic data sampling will be conducted for data quality checks. Any data limitations discovered will be discussed with partners and USAID. Joint field visits with USAID teams will help gauge information from data collection and analysis against field observations.

The projects' M&E units will ensure that appropriate and reliable data are collected, analyzed, and reported on a periodic basis. Active involvement of each project's technical (field) staff is required to ensure that the monitoring and evaluation system is effectively integrated into each project as part of its overall management system and approach.

A draft report on the performance indicators will be provided to USAID before the end of each reporting period. This report will be tailored to USAID internal reporting requirements and will include a comments section which contains a presentation of actual results compared to targets, a discussion of major achievements and, if necessary, a discussion of major constraints that hampered progress in achieving the planned results and ways to address them. The results will be disaggregated by gender, region, value chain, partner organization, beneficiary type, etc., to the extent the original data provided by the partners will allow it. If requested, supporting data and methods used to analyze and summarize the results will be provided.

#### **D. Consolidated Performance Data Table**

The table provides a summary of the all indicators currently part of the consolidated results framework, listing: indicators, baselines, past performance, and targets set for this and next year.

Indicator Description	Baseline	2004 Sept. Result	2005 Sept. Result	2005 Sept. Target (cum)	2006 March Target (cum)	2007 March Target (cum)	2007 August Target (cum)
<b>PRODEPAM notes:</b> CS = counter season; MS = main season Inputs can be recorded in the indicators up to harvest (such as area under GIFS, improved seed, irrigation, etc.; number of OP, etc.) Outputs are related to yield and incomes and must be recorded only after harvest				CS inputs; CS outputs; MS inputs	MS outputs; CS inputs	CS outputs; MS inputs; MS outputs; CS inputs	CS outputs; MS inputs; MS outputs; CS inputs
<i>Time frame</i>				18 mos.	Add 6 mos	Add 12 mos	Add 5 mos.
Ind. 1 – Annual % change in farm net income from rice in targeted areas	93,002	-	n/a (in Feb.'06)	23%	27%	32%	n/a (in Feb.'08)
Ind. 2 – Number of households brought above poverty line in targeted areas	0	-	n/a (in Feb.'06)	180	2,500	4,500	n/a (in Feb.'08)
Ind. 3 – Area (ha) under approved NRM plans in targeted areas	0	-	650	5,000	7,000	9,000	10,000
Ind. 1a – Volume of rice produced (tons)	0	12.6	1,420	1,119	14,851	44,000	73,000
Ind. 1b – Volume of alternative commodities produced (tons)	0	28	28	3,500	13,000	21,340	30,000
Ind. 1c – Number of community based organizations adoption NRM	0	-	9	15	21	33	45
Ind. 1.1a – Area under expanded or improved irrigation	0	-	18,494	19,500	25,000	35,000	50,000
Ind. 1.1b – Cropping diversification rate	-	-	n/a	-	2%	4%	6%
Ind. 1.1c – Cropping intensity (soil utilization) rate	-	-	9%	3%	5%	10%	15%
Ind. 1.1d – Rice yield increase			<i>Varies by Region – see Indicator reference sheets for details.</i>				
Ind. 1.2a – Number of conventions completed	0	-	8	11	14	18	25
Ind. 1.2b – Area under soil/water conservation/defense/restoration measures	0	-	300	2,420	2,500	4,000	4,500
Ind. 1.3a - Number of on-farm input and technologies	0	78	316	250	750	1,500	1,800
Ind. 1.3b – Percent of planted area using improved seeds	35%	35%	55%	40%	42%	45%	48%
Ind. 1.3c – Number of farmers adopting improve production technologies *	0	-	988	1,200	5,000	15,000	20,000
Ind. 1.4a – PO's institutions and organizational viability	13/25	-	-	-	-	15/25	17/25
Ind. 1.4b – Percent of Pos for which members have access on a regular basis to clear info about PO financial management	25%	-	-	-	30%	45%	60%

\* Ind. 1.3c – For first time adoption 1 technology = 1 count.

Indicator Description	Baseline	2004 Result	2005 Result	Cumulative Achievement	2005 Target (cum)	2006 Target (cum)	2007 Target (cum)
Ind. 2a – Amount of cereal (rice) marketed	-	75	631	706	1,800	3,800	
Ind. 2b – Amount of alternative commodities marketed (potato, anis, cumin, other)	-	10	3,467	3,477	14,000	20,000	27,000
Ind. 2c – Amount of alternative commodities marketed - mangoes	1,000	2,609	2,984	5,593	5,119	8,744	12,544
Ind. 2.1a – Number of new markets accessible for targeted agricultural products	-	1	7	8	8	10	12
Ind. 2.1b – Number of beneficiaries adoption technologies	-	49	16	65	2	83	157
Ind. 2.1c – Number of infrastructures created or rehabilitated	-	20	21	41	6	46	91
Ind. 2.1d – Number of beneficiaries trained in best practices	-	1,060	2,310	3,190	2,120	2,680	3,240
Ind. 2.2a – Number of contracts for marketing of targeted agricultural products	-	26	24	50	25	65	110
Ind. 2.2b – Number of producer organizations assisted in targeted value chains	-	19	21	40	20	60	110
Ind. 3a - Number of loans provided to agro-entrepreneurs and PO's accessing credit through banks	0	9	8	17	17	56	95
Ind. 3b - Number of loans provided to entrepreneurs and PO's accessing credit through MFIs	0	203	589	792	494	926	1,647
Ind. 3.1a – Amount of loans for selected commodities (in FCFA)	0	187,071,400	475,546,500	672,617,950	na	2,162,620,269	3,662,620,269
Ind. 3.1b – Loan repayment rates for selected commodities	0	100%	72%	72%	95%	95%	95%
Ind. 3.2a - Capacity of the GRM to promote investment opportunities	-	0 (new indicator)	Milestone 1 at 75%	Milestone 1 at 75%	Milestone 1 at 100%	Milestone 2 at 100%, Milestone 3 at 15%	Milestone 3 at 100%
Ind. 3.2b - Number of individuals trained in business development services	0	240	704	944	905	1,530	2,075

## **SECTION 3**

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### Performance Indicator Reference Sheets

This section provides an indicator reference sheet with detailed information on the indicator definition, data collection, methodology and targets, for each indicator maintained as part of the consolidated results framework.

Performance Indicator Reference Sheet	
SO	Increase productivity and incomes in selected agricultural sub-sectors (SO9)
Ind. SO9.1	Annual % change in net farm income from rice production in targeted area
Description	
<p><b>Precise Definition:</b> Any area where PRODEPM has intervened with productivity enhancing measures will be included. It is the percent change in net income from rice production (current year vs. baseline). Gross income is used as a proxy for Net Income. Gross income is the value of paddy production (quantity of paddy rice produced multiplied by the farmer’s reported price received for paddy) minus paddy rice production cost (not including family labor and overhead). Costs include seed, fertilizer, pesticide, water service fees, land rental (if applicable), hired labor, harvest, milling and transport. Fixed costs such as depreciation of equipment, homestead, etc. are not included.</p> <p><b>Unit of Measure:</b> Percent of change</p> <p><b>Method of Calculation:</b> Numerator = additional gross income between current and baseline periods; denominator = gross income in baseline period.</p> <p><b>Disaggregated by:</b> Region (set of villages covered by the program activities in the region), gender information will be documented qualitatively based on case studies and success stories.</p> <p><b>Justification/Management Utility:</b> Given the importance of rice in the Mali farmer’s production system as both a food crop and cash crop, improved profitability in rice production, through either yield increases or production cost decreases, will have a broad and substantial impact on poverty and food security. The indicator actually captures improvements’ direct effect on producers’ productivity and incomes.</p> <p><b>Critical Assumptions:</b> Price of rice will not decline substantially; factor costs will not increase substantially.</p>	
Plan for data acquisition by PRODEPAM	
<p><b>Data collection method:</b> Price will be collected from primary sources (regional average of farmer’s reported prices received for paddy) and supplemented from secondary sources, while quantity produced and costs of production will be recorded from a sample of producers representative of each region or type of production system.</p> <p><b>Data Source (s):</b> Agricultural Market Observatory Reports, PRODEPAM surveys.</p> <p><b>Frequency/Timing of data acquisition:</b> Annual (after harvest of wet season rice crop – between Oct – Feb)</p> <p><b>Estimated cost of Data acquisition:</b> As part of the major annual survey which will comprise many of the indicators, whose cost is estimated at \$75,000 per year.</p> <p><b>Responsible individuals:</b> M&amp;E team, PRODEPAM specialists and regional representatives.</p>	
Data Quality Issues	
<p><b>Known data limitations and significance :</b></p> <ol style="list-style-type: none"> <li>1. Producers are often reluctant to provide accurate information about their production level and the entire production from a perimeter cannot be measured. Farmers often understate their income (production and price) and overstate their costs, but this does not present a significant problem as long as the bias is consistent (which it generally is) since we are primarily interested in percent changes in these parameters.</li> <li>2. Not all farmers sell their paddy, nor is it always sold by a given farmer all at once at a single price, yet the production must be valued. Imputed prices will be used; impact on analysis will likely be minimal.</li> <li>3. In addition, with the use of multiple small parcels and multiple crops, it is difficult for farmers to disaggregate costs; it will be necessary to use judgment in allocating a share of common costs to rice production in some instances. The impact on analysis is that results could be driven by the assumptions used. To avoid this, major cost items related to rice production (those over 10% of cost) must be discussed with the farmer during the time of the survey as much as possible.</li> </ol> <p><b>Actions taken or planned to address data limitations:</b></p> <ol style="list-style-type: none"> <li>1. Concerning understatement of production and overestimation of costs, visits to villages will be used to corroborate household information (triangulation).</li> <li>2. Typical price of paddy in the village concerned will be applied in cases where sales did not occur.</li> <li>3. As to allocation of production costs, careful probing and recording of information is needed; it will be achieved through training of enumerators and allowing sufficient time for each interview.</li> </ol>	
Plan for data analysis, review and reporting	
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating scheme above.</p> <p><b>Reporting of data:</b> This indicator’s values will be consistently reported to USAID Mali Mission each year in the annual report.</p>	
Other notes	
<p><b>Notes on baselines/targets:</b> Indicator assessment will be based on perceived or anticipated effects of current year production on farmers’ incomes (main and counter season combined, since evaluation takes place after both seasons).. Baseline data covers the 2004 production season (main season, since 2005 counter season is still going on) and represents the average CFA per household Gross Farm Income from Rice at PRODEPAM Sites for producers who did not yet benefit from interventions. An average annual 3.5% increase in gross farm income from rice is expected from February 2006 to reach a total of 40% increase by EOP.</p>	

**Location of data storage:** All documents and electronic media containing data and survey materials will be filed and kept by the M&E unit. Electronic data will also be stored at the M&E Unit.

**Other:** Through direct collaboration of TradeMali and Mali Finance with PRODEPAMs agricultural production project beneficiaries, contributions are made to the achievement of this indicator as well. Revenue will be positively affected through:

- improved harvesting/processing/storage techniques
- improved commercialization (market info, timing, negotiation, packaging)
- improved management of income generating activities for agricultural producers (individuals & organizations)
- increased access to finance/loans provides opportunities for undertaking new and improved activities, practices and technologies.

TradeMali and Mali Finance will collaborate more closely with PRODEPAM to ensure that vital information that forms a factor for increasing net farm income will be captured and reported as part of the survey PRODEPAM undertakes every year. Actual processing of data for this will thus be continued by PRODEPAM.

The combined efforts of TradeMali and Mali Finance for the rice credit storage and marketing activities will result in a 10% net revenue increase per year for those producers involved in the CSV program and the women's rice commercialization activity. This 'added value' activity directly benefits the smallholders producing and trading rice. The experiences with the CSV program of the past two years have shown this annual increase of 10%, which can also be expected for 2006 and 2007.

#### Performance Indicator Values

Periods	Target	Achieved	Reporting
Base	93,002 Fcfa		09/30/2004
	21%	56%	03/31/2005
18 months	22.8%	NA	09/30/2005
24 months	27%	By Feb 2006	03/31/2006
36 months	32%		03/31/2007
42 months	36%	This would normally not be available before Feb/March 08 because Main season 2007 harvest will still be in the field	08/31/2007

Last updated - April, 2006

#### Gross Margin<sup>(1)</sup> of Paddy Production (CFA/household) 2004 : baseline by region

Regions	Gross Farm Income (GFI) from Paddy (CFA/household) Without PRODEPAM	Gross Farm Income (GFI) from Paddy (CFA/household) With PRODEPAM	No. of PRODEPAM HH	Change in GFI from Paddy (CFA/household) due to PRODEPAM	Value of GFI (000 CFA)
Koulikoro	5,203	41,283	52	36,080	1,876
Sikasso	-193,547	-136,620	21	56,927	1,195
Segou	575,318	NA	0		
Mopti*	163,654 or 0	84,804	64	84,804	5,427
Tombouctou*	21,352 or 0	62,365	548	62,365	34,176
Gao*	46,322 or 0	-4,147	120	-4,147	-498
Overall (wtd average)	93,002		805	52,394	42,177

\*Baseline values were produced on other PIVs than those equipped with PRODEPAM's GMPs. No production would occur on intervening PIV without PRODEPAM's assistance, hence initial values are zero for incremental revenue assessment in those PIV.

<sup>1</sup> % Change in Gross Farm Income is used as proxy to Net Farm Income from rice

Performance Indicator Reference Sheet	
SO	Increase productivity and incomes in selected agricultural sub-sectors (SO9)
Ind. SO9.2 Number of households brought above poverty line in targeted areas	
Description	
<p><b>Precise Definition:</b> The official definition is as follows: Number of households (production units, or exploitations) whose annual per capita income (15 years of age or more counting as 1 adult and those below age 15 as one-half adult equivalent) exceeds <b>144 022 in 2004<sup>2</sup>, current adopted poverty line value.</b> To avoid dependence on the complex and unreliable estimation of income, we will measure consumption value (both own production and expenditures) for food and non-food items by an entire household. If a below poverty line household's consumption rises above the poverty line due to PRODEPAM activities it will be counted. To account for the improvements due to PRODEPAM's efforts, the reduction in poverty intensity will also be assessed for those whose consumption level increased but not enough to bring them above the poverty line.</p> <p><b>Unit of Measure:</b> Number of households. (Households throughout this document refer to a single production unit—i.e., it encompasses joint and extended families.</p> <p><b>Method of Calculation:</b> Total household consumption will be divided by number of adult equivalents in the household and if the resulting per capita figure is below CFA 144,022 per year, then the household is in poverty; if equal or greater, then it is not. The number of households whose annual per capita consumption level rises above baseline period poverty line value will be aggregated.</p> <p><b>Disaggregated by:</b> Region, gender information will be documented qualitatively based on case studies and success stories.</p> <p><b>Justification/Management Utility:</b> Measurement of program interventions impact must go beyond measuring benefits and examine distributional impacts including a beneficiary having the resources to meet his/her daily food and non-food needs. This indicator actually addresses PRODEPAM's end objective that's to reduce poverty through increase in productivity and income.</p> <p><b>Critical Assumptions:</b> Major exogenous shocks do not occur (drought, pestilence, macroeconomic problems).</p>	
Plan for data acquisition by PRODEPAM	
<p><b>Data collection method:</b> Household surveys using stratified random sampling</p> <p><b>Data Source (s):</b> Primary site survey data</p> <p><b>Frequency/Timing of data acquisition:</b> Annual (between October and February)</p> <p><b>Estimated cost of Data acquisition:</b> As part of the major annual survey which will comprise of many indicators, whose costs is estimated at \$75,000 per year.</p> <p><b>Responsible individuals:</b> PRODEPAM M&amp;E team and regional representatives</p>	
Data Quality Issues	
<p><b>Known data limitations and significance (if any):</b> 1. Respondents may not recall all of their expenses or accurately report consumption of self-produced food which will result in exaggeration of poverty condition. As with all poverty measures, due to regional variations in cost of living, a single poverty threshold at the national level may not be appropriate. As a practical matter, we can accept the data limitations as we are interested in changes over time. 2. Valuing own consumption requires application of assumed prices. 3. The official definition takes average annual rice price and there may in fact be significant variations because of seasonal and regional scarcities. Also, it assumes that non-food expenses equals half of food ones, which is an arbitrary (necessarily) standard and which may result in overstating poverty in rural areas. As we are looking at number of households crossing a threshold, the particular threshold level selected will affect the number of households to be scored under this indicator. 4. A lag may exist between improved income and changes in consumption habits.</p> <p><b>Actions taken or planned to address data limitations:</b> 1. In addition to simply counting the number of households crossing the threshold, PRODEPAM will periodically estimate the change in poverty intensity (degree of closure of the gap). 2. For price information, various sources will be used and PRODEPAM will have price data for key crops from its household surveys since some households in each region are expected to have actually sold their production. 3. Narrative will be provided along with a measure of poverty intensity which will make the actual poverty line applied less important. 4. Monitoring of impacts is needed over a longer period and this is envisioned. Also, there are other indicators of poverty such as incidence and extent of hunger season on which we are collecting information to allow narrative description to fill in details.</p>	
Plan for data analysis, review and reporting	
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator's values will be consistently reported to USAID Mali Mission each year in the annual report.</p>	
Other notes	
<p><b>Notes on baselines/targets:</b> An annual per capita consumption was calculated for each household in baseline survey sample and compared to the current national poverty line of 144 022 FCFA. Poverty incidence was derived from as %, to sample size, of</p>	

<sup>2</sup> From "l'Enquête Malienne d'Evaluation de la Pauvreté" conducted in 2001. It corresponds to expenditure necessary to the acquisition of the required daily 2450 Kcal and non-food needs at that year's cost of living.

households with a per capita consumption less than that figure. Difference to 100% (??? Or applied to beneficiaries in the region – help clarify) represents baseline value for each region. There is a lag from the time PRODEPAM activities begin to benefit a household and when impact is demonstrated; we have assumed a one-year lag for first year. Therefore achievements will be reported only when reassessment of the indicator will be completed by January or February 2006. It is assumed that 10% of assisted households will be raised above the poverty line to reach an overall average of 50% by EOP.

**Location of data storage:** All documents and electronic media containing data and survey materials will be filed and kept by the M&E unit.

**Other:** Through direct collaboration of TradeMali and Mali Finance with PRODEPAMs agricultural production project beneficiaries, contributions are made to the achievement of this indicator as well. As net farm income will be positively affected due to TradeMali and Mali Finance interventions, the overall household revenue will increase, thereby bringing more and more of them above the poverty line.

TradeMali and Malifinance will collaborate more closely with PRODEPAM to ensure that vital information that forms a factor for increasing household revenue will be captured and reported as part of the survey PRODEPAM undertakes every year. Actual processing of data for this will thus be continued by PRODEPAM.

Performance Indicator Values			
Periods	Target	Achieved	Reporting
	0		09/30/2004
	0		03/31/2005
18 months	180	NA	09/30/2005
24 months	2,500	By Feb. 2006	03/31/2006
36 months	4,500		03/31/2007
42 months	6,000	This would normally not be available before Feb/March 08 because Main season 2007 harvest will still be in the field	08/31/2007
Last updated - April, 2006			

#### Estimated Incidence of Poverty—2004 Baseline

(% of individuals whose income is below and above poverty line in PRODEPAM's sites)

Regions	Poverty Incidence (%)	Above poverty line (%)
Koulikoro	95	5
Sikasso	87	13
Segou	90	10
Mopti	53	47
Tombouctou	74	26
Gao	65	35
Overall	78	22

Performance Indicator Reference Sheet				
SO Increase productivity and incomes in selected agricultural sub-sectors (SO9)				
Ind. SO9.3 Area under approved NRM plans implemented in targeted areas				
Description				
<p><b>Precise Definition:</b> Any area for which an NRM plan has been elaborated, discussed or revised through PRODEPAM intervention, approved by the designated authority and implemented. Evidence of implementation would include a minuted meeting of the group responsible for NRM after plan approval, or taking any step in accordance with the plan. Any area included will be scored, including forest, grazeland, cropland (IPM, ISFM and water management), village homestead area land use, etc.</p> <p><b>Unit of Measure:</b> Hectare (ha.)</p> <p><b>Method of Calculation:</b> Sum of individual plans' coverage in hectares</p> <p><b>Disaggregated by:</b> Region</p> <p><b>Justification/Management Utility:</b> For production and land use systems to be sustainable, the natural resources must be managed carefully especially in fragile environments. Agreed management plans at village, commune or other entity level are a useful step towards public benefiting from and interest for publicly owned resources.</p> <p><b>Critical Assumptions:</b> Local groups' willingness to adopt plans as NRM tools. Vested interests may be exposed or future options foreclosed once a plan is made.</p>				
Plan for data acquisition by PRODEPAM				
<p><b>Data collection method:</b> Record of organizational activities by PRODEPAM specialists and field personnel. Area will be estimated from discussion with the concerned organization.</p> <p><b>Data Source (s):</b> PRODEPAM's records</p> <p><b>Frequency/Timing of data acquisition:</b> Ongoing as program intervention zone expands.</p> <p><b>Estimated cost of Data acquisition:</b> Minimal as it is part of routine field work.</p> <p><b>Responsible individuals:</b> M&amp;E team, PRODEPAM specialists and region representatives.</p>				
Data Quality Issues				
<p><b>Known data limitations and significance (if any):</b> 1. Assessing the area involved will be approximate, but will serve the purpose. 2. Assessing whether a plan is being implemented during the optimistic period after it has been prepared and approved may be misleading.</p> <p><b>Actions taken or planned to address data limitations:</b> 1. Some GPS readings may be taken if necessary to confirm area estimates. 2. To ensure that NRM plans are in fact continuing to be implemented, follow up monitoring will be undertaken (and continuing support provided to communities).</p>				
Plan for data analysis, review and reporting				
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator's values will be consistently reported to USAID Mali each year in the annual report.</p>				
Other notes				
<p><b>Notes on baselines/targets:</b> Base would be the total area of land, water or forest being managed/used under the terms of an elaborated agreement among stakeholders. As PRODEPAM is working in areas where NRM plans have either not been developed or are not being implemented, the baseline is zero. Targets are set on the basis of NRM staff estimates of possible progress to be made.</p> <p><b>Location of data storage:</b> All documents and electronic media containing data and survey materials will be filed and kept by the M&amp;E unit.</p>				
Performance Indicator Values				
Period	Target	Achieved	Reporting	Notes
Baseline	0		09/30/2004	No NRM plan has been identified in the program intervention zone Process to establish a convention covering more than 400 ha. of land in Touara, Mopti is near completion.
	0	400	03/31/2005	
18 months	5,000	650	09/30/2005	
24 months	7,000		03/31/2006	
36 months	9,000		03/31/2007	
42 months	10,000		08/31/2007	
Last updated - April, 2006				

Performance Indicator Reference Sheet			
<b>SO Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>			
<b>IR 1 Sustainable production of selected agricultural products increased</b>			
<b>Ind. 1.a Volume of rice produced</b>			
<b>Description</b>			
<p><b>Precise Definition:</b> For a particular year, total quantity of paddy rice produced in the targeted area due to PRODEPAM interventions during the previous year rainy season (main) and the year counter season. For example, volume provided below would combine 2004 main season production and 2005 counter season production if that were ready by the reporting period.</p> <p><b>Unit of Measure:</b> Metric tons</p> <p><b>Method of calculation:</b> sum of individual exploitations' incremental paddy production due to PRODEPAM (since a sampling methodology will be used, these results will be scaled up to the actual number of PRODEPAM rice producing partners).</p> <p><b>Disaggregated by:</b> irrigation system type (bas-fonds, total water control, semi-water control) and region.</p> <p><b>Justification/Management Utility:</b> Rice is the major crop in the irrigated area in Mali. It also provides opportunities to the vulnerable segments of the Malian population, the target group for the poverty reduction strategy. During the last ten years, rice yields have been increased from an average 2.3 to 6 tons per hectare in the control irrigation area. Rice is also a major commodity for trade in Mali. There has been an increase in the revenue of a large part of the population involved in the production. The volume of rice produced is also a direct measure of the productivity increase and irrigated area expansion (the two major activities of the IR1) during the program period. Thus the indicator provides direct linkages within the IR1, with other IRs and also to the SO level indicator.</p> <p><b>Critical Assumptions:</b> Rice production continues to be profitable and favored over alternatives under improved irrigation.</p>			
<b>Plan for data acquisition by PRODEPAM</b>			
<p><b>Data collection method:</b> Survey in targeted area through sampling.</p> <p><b>Data Source (s):</b> Farmer recollection through surveys, supplemented with secondary sources such as agricultural survey, Government technical agencies such as ON, ORS, Selingue, Baguineda, etc.</p> <p><b>Frequency/Timing of data acquisition:</b> Data will be collected after each rice production cycle.</p> <p><b>Estimated cost of Data acquisition:</b> As part of the major annual survey which will comprise of many of the indicators, whose costs is estimated at \$75,000 per year. Some data collection efforts will be made for the counter season as well.</p> <p><b>Responsible individuals:</b> M&amp;E team, PRODEPAM specialists and regional representatives.</p>			
<b>Data Quality Issues</b>			
<p><b>Known data limitations and significance (if any):</b> None that are serious</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>			
<b>Plan for data analysis, review and reporting</b>			
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator's values will be consistently reported to USAID Mali Mission twice each year in the annual report and semi-annual reports.</p>			
<b>Other notes</b>			
<p><b>Notes on baselines/targets:</b> Baseline has been calculated as the total production by households, in the survey sample, who did not benefit from PRODEPAM's interventions in its target areas. Baseline is provided by region too. Only upcoming results will be disaggregated by type of irrigation system. Targets are set on the basis of CLUSA's technical proposal figures and provided in cumulative form.</p> <p><b>Location of data storage:</b> All documents and electronic media containing data and survey materials will be filed and kept by the M&amp;E unit.</p>			
<b>Performance Indicator Values</b>			
Period	Target	Achieved	Reporting
Baseline	0 mT*		09/30/2004
	0	1,044 mT	03/31/2005
18 months	1,119	1,424 mT	09/30/2005
24 months	14,851		03/31/2006
36 months	72,901		03/31/2007
42 months	73,000		08/31/2007
Last updated - April, 2006			

\* Incremental production due to PRODEPAM is zero at the baseline

Rice production baseline			Volume of paddy rice produced by PRODEPAM assisted households - Main Season 2004			Volume of paddy rice produced by PRODEPAM assisted households - Counter Season 2005		
Region	Paddy production (Kg/HH)	Non benefiting Households	Production per household	No. of Households	Total Inc'l Production (tons)	No. of PRODEPAM HH	Inc't Rice production by region	Total Inc't Rice production
Koulikoro	915	54	225	52	12		0	12
Sikasso	984	79	86	21	2		0	2
Ségou	10 928	60	0	0	0		0	0
Mopti	3 102	7	763	64	49	255	315	364
Tombouctou	1 248	21	1636	548	897	130	61	958
Gao	1 352	37	710	120	85		4	89
All Regions	3 294	258		805	1044	385	380	1 424

Performance Indicator Reference Sheet			
<b>SO Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>			
<b>IR 1 Sustainable production of selected agricultural products increased</b>			
<b>Ind. 1.b Volume of alternative commodities produced</b>			
Description			
<p><b>Precise Definition:</b> Incremental quantity of other commodities (than rice) produced in the targeted area due to PRODEPAM support.</p> <p><b>Unit of Measure:</b> metric tons</p> <p><b>Method of calculation:</b> sum of individual exploitations' production.</p> <p><b>Disaggregated by:</b> commodity and region, gender information will be documented qualitatively based on case studies and success stories.</p> <p><b>Justification/Management Utility:</b> This indicator directly addresses the potential of revenue generation of the various agricultural systems, regions and season, especially for women. Alternative crops offer potential for higher income, risk reduction due to diversification as well as protection against secular declines in the world price of rice, and an opportunity for dry season production (improving cropping intensity). These crops are also market oriented, and in such have a direct effect on the rural household's ability to advance beyond subsistence.</p> <p><b>Critical Assumptions:</b> Counter seasonal production or crop diversification will be more broadly accepted in the Malian farming system; water is available.</p>			
Plan for data acquisition by PRODEPAM			
<p><b>Data collection method:</b> Household surveys using stratified random sampling and survey of target farmers associations among rural populations actually producing the selected crops.</p> <p><b>Data Source (s):</b> Farmers and farmer records, PRODEPAM team reports, synergy partners.</p> <p><b>Frequency/Timing of data acquisition:</b> Data will be provided annually after the concerned crop production cycle.</p> <p><b>Estimated cost of Data acquisition:</b> As part of the major annual survey which will comprise many of the indicators, whose cost is estimated at \$75,000 per year. Some data collection efforts will be made for the counter season as well.</p> <p><b>Responsible individuals:</b> M&amp;E team, PRODEPAM specialists, and regional representatives.</p>			
Data Quality Issues			
<p><b>Known data limitations and significance (if any):</b> Weight of production is not an ideal measure when aggregating, say, spices and potatoes.</p> <p><b>Actions taken or planned to address data limitations:</b> For major alternative crops and very high value crops, separate figures will be kept and provided in the narrative.</p>			
Plan for data analysis, review and reporting			
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator's values will be consistently reported to USAID Mali Mission each year in the annual report. In the first project year at least, a modest post counter season survey will be undertaken to allow assessment of results.</p>			
Other notes			
<p><b>Notes on baselines/targets:</b> Like in the rice case, baseline has been calculated as the total production of a set of commodities by households, in the survey sample, who did not benefit from PRODEPAM's interventions in its target areas. Baseline is provided by region. Only upcoming results will be disaggregated by type of irrigation system. Targets are set on the basis of CLUSA's technical proposal figures too and provided in cumulative form.</p> <p><b>Location of data storage:</b> All documents and electronic media containing data and survey materials will be filed and kept by the M&amp;E unit.</p>			
Performance Indicator Values			
Periods	Target	Achievement	Reporting
Baseline	0		09/30/2004
	1,000	28.244 mT	03/31/2005
18 months	3,500	28.244 mT	09/30/2005
24 months	13,500		03/31/2006
36 months	21,340		03/31/2007
42 months	30,000		08/31/2007
Last updated - April, 2006			

**Volume of Crops Produced Other Than Rice--2004 Baseline**

(average kgs per household)

Selected crops	<i>Koulikoro</i>	Sikasso	Segou	Mopti	Tombouctou	Gao	Overall
Mais	1,366	3,127	3	25	0		805
Wheat	30	0	0	0	18		7
Sweet Potato	0	1,178	0	0	33		237
Potato	0	4,492	0	0	8		883
Onion	87	14	305	28	9		72
Eggplant	4	86	0	0	0		17
Tomato	2	203	619	0	98		158
Pepper	0	68	0	0	0		13
Anise	0	0	0	0	16		3
Volume of Other Crops	5,201	11,693	1,122	259	415	0	3,307

**Irrigated Crops Other Than Rice--2004 Production Main Season (kgs) due to PRODEPAM Assistance**

Crop	Inc'l Production of Producing HH (kgs)	Number of Producing HH	% of PRODEPAM HH Producing	Average Inc'l HH Production (kgs overall all HH)	No. of PRODEPAM Households	Total Incremental Production (tons)
Wheat	111.1	126	23%	25.6	548	14.051
Tomato	315.0	42	8%	24.2	548	13.278
Cabbage	65.0	14	3%	1.7	548	.915
Total						28.244

\*There was production of irrigated crops other than rice due to PRODEPAM only in Tombouctou PIVs

Note: Values may not add due to rounding.

Source: Household Survey 2004 Production Season

Performance Indicator Reference Sheet			
<b>SO Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>			
<b>IR 1 Sustainable production of selected agricultural products increased</b>			
<b>Ind. 1.c Number of community based organizations adopting NRM practices</b>			
<b>Description</b>			
<p><b>Precise Definition:</b> Any group of individuals invested with power from local population or designated representatives to manage community owned natural resources such as land, water and forest related resources due to PRODEPAM assistance. Specific attention will be put on vulnerable group participation (women, those in the North, etc.)</p> <p><b>Unit of Measure:</b> Number of CBOs</p> <p><b>Method of Calculation:</b> cumulative number of such groups of persons in PRODEPAM's intervention zones</p> <p><b>Disaggregated by:</b> Region</p> <p><b>Justification/Management Utility:</b> Individuals have very limited power to protect, therefore, ensure a sustainable use of natural resources. Hence, with respect to the current political move to decentralize decision centers and strengthen local governance, increase of local groups control over production factors and NR is a key step to grassroots democratic management of public properties and resources drawn from them can be harness to local investment and life style improvement. Most of the Program's organizational efforts will be directed to reinforce this indicator.</p> <p><b>Critical Assumptions:</b> Criteria for increased control are clearly set and applied by local populations in their management process.</p>			
<b>Plan for data acquisition by PRODEPAM</b>			
<p><b>Data collection method:</b> Records on organizational activities by PRODEPAM specialists and field personnel.</p> <p><b>Data Source (s):</b> PRODEPAM records</p> <p><b>Frequency/Timing of data acquisition:</b> Ongoing as program intervention zone expands.</p> <p><b>Estimated cost of Data acquisition:</b> Minimal as the data will be included in routine reporting.</p> <p><b>Responsible individuals:</b> M&amp;E team, PRODEPAM specialists and regional representatives.</p>			
<b>Data Quality Issues</b>			
<p><b>Known data limitations and significance (if any):</b> None that are serious.</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>			
<b>Plan for data analysis, review and reporting</b>			
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator's values will be consistently reported to USAID Mali Mission each six months in the semi-annual report.</p>			
<b>Other notes</b>			
<p><b>Notes on baselines/targets:</b> Baseline for this indicator accounts for CBOs involved in NRM on current PRODEPAM sites, prior to its interventions. Value is zero since no evidence of such CBOs has been reported. Based on technicians best estimates following constraint identification studies, targets are cumulatively set to take into account for the continued assistance to be provided to each collaborative CBO.</p> <p><b>Location of data storage:</b> All field reports will be filed and kept in the M&amp;E unit.</p>			
Performance Indicator Values			
Year	Target	Achieved	Reporting
Baseline	0		09/30/2004
	0		03/31/2005
18 months	15	9	09/30/2005
24 months	21		03/31/2006
36 months	33		03/31/2007
42 months	45		08/31/2007
Last updated - April, 2006			

Performance Indicator Reference Sheet			
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>		
<b>IR 1</b>	<b>Sustainable production of selected agricultural products increased</b>		
<b>Sub- IR 1.1</b>	<b>Irrigated agriculture rehabilitated and expanded</b>		
<b>Ind. 1.1a</b>	<b>Area under expanded or improved irrigation</b>		
<b>Description</b>			
<p><b>Precise Definition:</b> Total number of hectares in expansion of existing systems and new irrigated perimeters made by PRODEPAM interventions under any irrigation schema (PIVs, bas-fonds, total control or semi-water control)</p> <p><b>Unit of Measure:</b> Hectares (ha.)</p> <p><b>Method of calculation:</b> sum of individual exploitations' areas</p> <p><b>Disaggregated by:</b> Irrigation system type (PIVs, bas-fonds, total control or semi-water control) and region, gender information of this indicator will be documented qualitatively based on case studies and success stories.</p> <p><b>Justification/Management Utility:</b> This indicator actually measures the Program's efficiency in expanding irrigation; that is its capacity of identifying producers' needs for new lands and putting technical, material and financial resources together to meet them while assessing constraints and lifting them. Monitoring this indicator would quickly reveal areas of difficulty whether organizational, fund mobilization, conflicts over sites, or technical.</p> <p><b>Critical Assumptions:</b> Legal and regulatory land use/security framework is clearly set for assessing preparation and attribution rights; needed technical capacities are available. Agricultural credit for irrigation investment is available for leveraging other resources.</p>			
<b>Plan for data acquisition by PRODEPAM</b>			
<p><b>Data collection method:</b> Irrigation progress reporting.</p> <p><b>Data Source (s):</b> PRODEPAM records</p> <p><b>Frequency/Timing of data acquisition:</b> Ongoing, with semi-annual consolidation (February and August)</p> <p><b>Estimated cost of Data acquisition:</b> Minimal since it will be part of routine reporting.</p> <p><b>Responsible individuals:</b> M&amp;E team, PRODEPAM specialist and regional representatives.</p>			
<b>Data Quality Issues</b>			
<p><b>Known data limitations and significance (if any):</b> None that are serious.</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>			
<b>Plan for data analysis, review and reporting</b>			
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator's values will be consistently reported to USAID Mali each year in the annual report.</p>			
<b>Other notes</b>			
<p><b>Notes on baselines/targets:</b> The baseline for this indicator is zero. Targets are based on a set of assumptions provided in the table below. Note: Contrary to the Program Technical Proposal by CLUSA, p.50, these targets will have to be scaled back given the very small amount of direct funding under this program and Mali Finance for irrigation infrastructure investment. Agricultural credit through the Malian banking system is possible, but only on a gradually increasing basis from a pilot phase which PRODEPAM has initiated in concert with Mali Finance.</p> <p><b>Location of data storage:</b> All documents and electronic media containing data and survey materials will be filed and kept by the M&amp;E unit.</p>			
Performance Indicator Values (ha.)			
Period	Target*	Achieved	Reporting
Baseline	0		
	0		09/30/2004
	0		03/31/2005
18 months	19,500	18,494	09/30/2005
24 months	25,000		03/31/2006
36 months	35,000		03/31/2007
42 months	50,000		08/31/2007
Last updated - April, 2006			

Performance Indicator Reference Sheet	
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>
<b>IR 1</b>	<b>Sustainable production of selected agricultural products increased</b>
<b>Sub- IR 1.1</b>	<b>Irrigated agriculture rehabilitated and expanded</b>
<b>Ind. 1.1b</b>	<b>Cropping diversification rate</b>
Description	
<p><b>Precise Definition:</b> Irrigated area (hectares) planted in crops other than rice as % of total area planted (hectares) under irrigation in PRODEPAM irrigated perimeters in a 12 month period. Total area planted differs from landholding in that is the same hectare is planted twice it counts as two hectares planted.</p> <p><b>Unit of Measure:</b> %</p> <p><b>Method of calculation:</b> Numerator = Total irrigated area planted in crops (including feed crops) other than rice in a 12 month period; denominator = total irrigated area planted; quotient is multiplied by 100%.</p> <p><b>Disaggregated by:</b> Irrigation systems (PIV, bas-fonds, total water control, semi-water control) and region.</p> <p><b>Justification/Management Utility:</b> The indicator instructs, on one hand, on the producers' capacity of taking full advantage of soil production potentials and on the other, of integrating market information or income generating opportunities in their production plans. It also serves as a proxy for declining concern for food security.</p> <p><b>Critical Assumptions:</b> Water is available on a reliable basis. Markets exist for diversified crops.</p>	
Plan for data acquisition by PRODEPAM	
<p><b>Data collection method:</b> Household surveys using stratified random sampling.</p> <p><b>Data Source (s):</b> PRODEPAM's records</p> <p><b>Frequency/Timing of data acquisition:</b> Annual (after harvest of wet season rice crop, between Oct and Feb.)</p> <p><b>Estimated cost of Data acquisition:</b> As part of major annual survey which will comprise many of the indicators, whose cost is estimated at \$75,000 per year.</p> <p><b>Responsible individuals:</b> M&amp;E team, PRODEPAMs specialist and regional representatives.</p>	
Data Quality Issues	
<p><b>Known data limitations and significance (if any):</b> Intercropping is ignored due to the laborious effort and somewhat arbitrary treatment it would require. The focus of the indicator is on the extent of production of crops other than rice. Only intercropping with rice is excluded and this is rare so the effect is insignificant.</p> <p><b>Actions taken or planned to address data limitations:</b> None required.</p>	
Plan for data analysis, review and reporting	
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator's values will be consistently reported to USAID Mali Mission each year in the annual report.</p>	
Other notes	
<p><b>Notes on baselines/targets:</b> Baseline data is provided in the table on the next page and the targets are applied to each region's baseline figure for regions having below 50% of their planted area in crops other than rice. That is, it is not expected (nor perhaps desirable) to increase area of diversified crops beyond the point where their area will equal that of rice since this is already a highly diversified state.</p> <p><b>Location of data storage:</b> All documents and electronic media containing data and survey materials will be filed and kept by the M&amp;E unit.</p>	
Performance Indicator Values	

<b>Cropping Diversification</b>						
	Koulikoro	Sikasso	Segou	Mopti	Tombouctou	Gao
Baseline =>	34%	61%	13%	6%	41%	2%
<b>Targets</b>						
8/31/2004						
2/28/2005						
8/31/2005						
2/28/2006	36%	na	15%	8%	43%	4%
2/28/2007	38%	na	17%	10%	45%	6%
2/28/2008	40%	na	19%	12%	47%	8%
2/28/2009	42%	na	21%	14%	49%	10%
Note: There is no explicit intent to increase diversification beyond 50%, since this would be at the expense of rice production.						
Last updated - April, 2006						

Performance Indicator Reference Sheet			
<b>SO Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>			
<b>IR 1 Sustainable production of selected agricultural products increased</b>			
<b>Sub-IR 1.1 Irrigated agriculture rehabilitated and expanded</b>			
<b>Ind. 1.1c Cropping intensity (soil utilization) rate</b>			
<b>Description</b>			
<p><b>Precise Definition:</b> Baseline data is provided in the table on the next page and the targets are applied to each region's baseline figure for regions having below 50% of their planted area in crops other than rice. That is, it is not expected (nor perhaps desirable) to increase area of diversified crops beyond the point where their area will equal that of rice since this is already a highly diversified state.</p> <p><b>Unit of Measure:</b> %</p> <p><b>Method of calculation:</b> Numerator = cumulative area of portions planted from a delineated space in a year period; denominator = total area of the irrigated space, including any fallow area. (To illustrate, 150% would mean space fully planted once in the main season and half the space planted in the counter-season, or it could be 75% of the space planted in two seasons in a given year, etc.; 200% means space fully planted twice a year in any crop). Increases in the cropping intensity from baseline are reported.</p> <p><b>Disaggregated by:</b> Irrigation systems (PIV, bas-fonds, total water control, semi-water control) and region</p> <p><b>Justification/Management Utility:</b> The indicator instructs, on one hand, on the producers' capacity of taking full advantage of soil production potentials and on the other, of integrating market information or income generating opportunities in their production plans. It also reflects improved reliability in the supply of irrigation water. With landholdings being generally very small, intensified use of the land area on a sustainable basis is essential to averting poverty.</p> <p><b>Critical Assumptions:</b> Water is available on a reliable basis over more than a single season. Expansion of production to the counter-season is not constrained by other factors (production finance, market demand for products, soil fertility, etc.)</p>			
<b>Plan for data acquisition by PRODEPAM</b>			
<p><b>Data collection method:</b> Household surveys using stratified random sampling and OP interviews.</p> <p><b>Data Source (s):</b> Primary site survey data.</p> <p><b>Frequency/Timing of data acquisition:</b> Annual (between October and February)</p> <p><b>Estimated cost of Data acquisition:</b> As part of the major annual survey which will comprise many of the indicators, whose cost is estimated at \$75,000 per year.</p> <p><b>Responsible individuals:</b> M&amp;E team, PRODEPAM specialists and regional representatives.</p>			
<b>Data Quality Issues</b>			
<p><b>Known data limitations and significance (if any):</b> 1. Given the household approach and joint households in Mali (several married siblings together) there are multiple parcels to track as to cropping pattern. This complexity translates into difficulties in data aggregation. 2. Cropping intensity on newly irrigated areas may be quite low initially so success in expanding irrigation will actually pull down the value of this indicator. 3. Also, adding new sites in later project years will draw down the average value.</p> <p><b>Actions taken or planned to address data limitations:</b> 1. A database consultant is being hired on an as needed basis. 2. The indicator may be shown separately for rehabilitated vs. new (expanded) irrigation. 3. The indicator may be tracked by years since intervention.</p>			
<b>Plan for data analysis, review and reporting</b>			
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator's values will be consistently reported to USAID Mali Mission each year in the annual report.</p>			
<b>Other notes</b>			
<p><b>Notes on baselines/targets:</b> Baseline data is still under analysis. It will be reported by irrigation system type. Targets are currently reported as increases in the cropping intensity, thus a target of 10 would mean an increased from a baseline, say, of 110 to 120.</p> <p><b>Location of data storage:</b> All documents and electronic media containing data and survey materials will be filed and kept by the M&amp;E unit.</p>			
Performance Indicator Values			
Period	Target	Achieved	Reporting
Baseline	0		
	0		09/30/2004
	0		03/31/2005
	3%	9%	09/30/2005

24 months	5%		03/31/2006
36 months	10%		03/31/2007
42 months	15%		08/31/2007
Last updated - April, 2006			

Performance Indicator Reference Sheet						
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>					
<b>IR 1</b>	<b>Sustainable production of selected agricultural products increased</b>					
<b>Sub-IR 1.1</b>	<b>Irrigated agriculture rehabilitated and expanded</b>					
<b>Ind. 1.1d</b>	<b>Rice yield increase</b>					
Description						
<b>Precise Definition:</b> Increase in paddy production per unit area in target areas (project sites) with respect to baseline data.						
<b>Unit of Measure:</b> Metric tons/hectare						
<b>Method of calculation:</b> Numerator = additional paddy production from baseline in a period; denominator = total area planted in rice during the period.						
<b>Disaggregated by:</b> Irrigation systems (PIV, bas-fonds, total water control, semi-water control) and region.						
<b>Justification/Management Utility:</b> This indicator actually measures the Program's efficiency in rice production; that is its capacity over time of identifying producers' needs for new lands, land improvements and technical and organizational constraints and appropriately addressing them. Monitoring this indicator would quickly reveal areas of difficulty whether organizational, fund mobilization, conflicts over sites, or technical.						
<b>Critical Assumptions:</b> Legal and regulatory land use/security framework is clearly set for assessing preparation and attribution rights; needed technical capacities are available.						
Plan for data acquisition by PRODEPAM						
<b>Data collection method:</b> Irrigation progress reporting and household surveys.						
<b>Data Source (s):</b> PRODEPAM records						
<b>Frequency/Timing of data acquisition:</b> Ongoing with Semi-annual consolidation (February and August)						
<b>Estimated cost of Data acquisition:</b> As part of the major annual survey which will comprise many of the indicators, whose cost is estimated at \$75,000 per year.						
<b>Responsible individuals:</b> M&E team, PRODEPAM specialists and regional representatives.						
Data Quality Issues						
<b>Known data limitations and significance (if any):</b> As new areas are added to the program, they will pull down the average yield.						
<b>Actions taken or planned to address data limitations:</b> Results may be reported based on years since first intervention.						
Plan for data analysis, review and reporting						
<b>Data Analysis:</b> Data will be collected in the M&E office at PRODEPAM, entered and processed according to the disaggregating schema above.						
<b>Reporting of data:</b> This indicator's values will be consistently reported to USAID Mali each year in the annual report.						
Other notes						
<b>Notes on baselines/targets:</b> Table for baseline data & targets. Yields indicated are for rainy season production.						
<b>Location of data storage:</b> All documents and electronic media containing data and survey materials will be filed and kept by the M&E unit.						
Performance Indicator Values						
System Type	PIV	Office Niger	Contr Flood	Lakes	Bas fonds	Rainfed
<b>Baseline</b> →	0.700 t/ha (0.5-1.7 t/ha)	6.000 t/ha	0.420 t/ha	0.180 t/ha	0.700 t/ha	0.593 t/ha
<b>Targets</b>						
03/31/2005	1.000	6.000	0.420	0.180	0.700	0.600
09/30/2005						
03/31/2006	1.700	6.500	0.700	0.480	1.200	1.200
03/31/2007	2.200	6.800	0.800	0.680	1.500	1.800
08/31/2007	2.700	7.000	0.900	0.880	1.700	2.200
Last updated - April, 2006						

Performance Indicator Reference Sheet			
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>		
<b>IR 1</b>	<b>Sustainable production of selected agricultural products increased</b>		
<b>Sub-IR 1.2</b>	<b>Community-based NRM improved</b>		
<b>Ind. 1.2a</b>	<b>Number of conventions completed</b>		
Description			
<p><b>Precise Definition:</b> Conventions may be defined as rules for managing land, water and forest use initiated and established by local populations regarding these shared resources within the boundaries of a single commune or a set of neighboring communes. The rules are discussed among all stakeholders including technicians from public administration and community leaders and a final document is submitted to the local administration for official approval.</p> <p><b>Unit of Measure:</b> Number</p> <p><b>Method of calculation:</b> Aggregate number of individual conventions completed or in process.</p> <p><b>Disaggregated by:</b> Region, status (in process vs. completed)</p> <p><b>Justification/Management Utility:</b> Decentralization means local governance, empowerment of local decision-making process. In such, conventions appear to be good indications of communities' awareness of the scope of NRM issues and willingness to act together in their own benefits first. They are the key to settle down many NRM related disputes, foster NR development investment and productivity.</p> <p><b>Critical Assumptions:</b> A legal and regulatory framework is set for enforcing conventions, authors designed solid safeguards to avoid repetitive violations from inside and outside and the existing official land tenure does not restrict types of development activities</p>			
Plan for data acquisition by PRODEPAM			
<p><b>Data collection method:</b> Records on organizational activities by PRODEPAM specialists and field personnel.</p> <p><b>Data Source (s):</b> PRODEPAM records.</p> <p><b>Frequency/Timing of data acquisition:</b> Ongoing as Program intervention zone expands.</p> <p><b>Estimated cost of Data acquisition:</b> Minimal as part of routing field work.</p> <p><b>Responsible individuals:</b> M&amp;E team, PRODEPAM specialists and regional representatives.</p>			
Data Quality Issues			
<p><b>Known data limitations and significance (if any):</b> None that are serious.</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>			
Plan for data analysis, review and reporting			
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator's values will be consistently reported to USAID Mali Mission each year in the annual report.</p>			
Other notes			
<p><b>Notes on baselines/targets:</b> Baseline for PRODEPAM assisted conventions is zero</p> <p><b>Location of data storage:</b> All relevant field reports will be filed and kept by the M&amp;E unit.</p>			
Performance Indicator Values			
Period	Target	Achieved	Reporting
Baseline	0		
	0		09/30/2004
	0		03/31/2005
18 months	11	8	09/30/2005
24 months	14		03/31/2006
36 months	18		03/31/2007
42 months	25		08/31/2007
Last updated - April, 2006			

Performance Indicator Reference Sheet			
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>		
<b>IR 1</b>	<b>Sustainable production of selected agricultural products increased</b>		
<b>Sub-IR 1.2 Community-based NRM improved</b>			
<b>Ind. 1.2b</b>	<b>Area under soil/water conservation, defense and restorations measures</b>		
<b>Description</b>			
<p><b>Precise Definition:</b> Total sum of land areas to be protected by implementation of soil/water conservation or soil defense and restoration practices/techniques including but not limited to: rock fences, grass or tree barriers, use of organic manure, command area served by an irrigation canal that was lined, etc.</p> <p><b>Unit of Measure:</b> Hectares (ha.)</p> <p><b>Method of calculation:</b> Aggregate sum of individual areas covered by such measures or practices.</p> <p><b>Disaggregated by:</b> Region, type of measure</p> <p><b>Justification/Management Utility:</b> Inland valley water availability is characterized by surface and subsurface flows, and infiltration, run-off and erosion processes. The physical stability of these inland valley watersheds and the productivity of their associated production systems depend heavily on the establishment of ecological equilibrium in the ecosystem. The system is naturally fragile and currently under intense population pressure for its limited resources. Disequilibrium happens quickly if rural communities in the target area do not practice proper soil and water conservation methods. Run-off and erosion will reduce water availability and soil fertility in the upland areas and may destroy water control structures in the lowlands. It is, therefore, important to take protective measures at the watershed level.</p> <p><b>Critical Assumptions:</b> Pressure to use resources for immediate consumption needs can be reduced.</p>			
<b>Plan for data acquisition by PRODEPAM</b>			
<p><b>Data collection method:</b> Records of organizational activities by PRODEPAM specialists and field personnel.</p> <p><b>Data Source (s):</b> PRODEPAM records.</p> <p><b>Frequency/Timing of data acquisition:</b> Ongoing as Program intervention zone expands.</p> <p><b>Estimated cost of Data acquisition:</b> Minimal as it is part of routine field work.</p> <p><b>Responsible individuals:</b> M&amp;E team, PRODEPAM specialists and regional representatives.</p>			
<b>Data Quality Issues</b>			
<p><b>Known data limitations and significance (if any):</b> None that are serious.</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>			
<b>Plan for data analysis, review and reporting</b>			
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator's values will be consistently reported to USAID Mali Mission each year in the annual report.</p>			
<b>Other notes</b>			
<p><b>Notes on baselines/targets:</b> Baseline is zero. Targets assume a fraction of irrigated area, fraction of area covered by NRM plans, and area covered by water-saving irrigation technology.</p> <p><b>Location of data storage:</b> All documents containing data and survey materials will be filed and kept by the M&amp;E unit.</p>			
Performance Indicator Values			
Period	Target	Achieved	Reporting
Baseline	0		
	0		09/30/2004
	0		03/31/2005
18 months	2,420	300	09/30/2005
24 months	2,500		03/31/2006
36 months	4,000		03/31/2007
42 months	4,500		08/31/2007
Last updated - April, 2006			

Performance Indicator Reference Sheet			
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>		
<b>IR 1</b>	<b>Sustainable production of selected agricultural products increased</b>		
<b>Sub-IR 1.3</b>	<b>Access to agricultural inputs and technologies promoted</b>		
<b>Ind. 1.3a</b>	<b>Number of on-farm input and technology demonstrations</b>		
Description			
<p><b>Precise Definition:</b> Total number of demonstrations and demo-sites to show the process and results of introducing a new input or production technology. A demonstration site is each farm where a new input or technology is tried for the first time.</p> <p><b>Unit of Measure:</b> Number of demonstrations</p> <p><b>Method of calculation:</b> Sum of individual demonstrations and demonstration sites.</p> <p><b>Disaggregated by:</b> Region, type of technology.</p> <p><b>Justification/Management Utility:</b> Farmers are generally reluctant to adopt a new input or introduce a new technology prior to viewing resulting effects. Conducting on-farm demonstration allows not only showing results but also training them to use the new practices and take control over them.</p> <p><b>Critical Assumptions:</b> Legal and safety requirements are met.</p>			
Plan for data acquisition by PRODEPAM			
<p><b>Data collection method:</b> Records of activities by PRODEPAM specialists and field personnel.</p> <p><b>Data Source (s):</b> PRODEPAM records.</p> <p><b>Frequency/Timing of data acquisition:</b> Ongoing as Program intervention zone expands.</p> <p><b>Estimated cost of Data acquisition:</b> Minimal as it is a routine part of field work.</p> <p><b>Responsible individuals:</b> M&amp;E team, PRODEPAM specialists and regional representatives.</p>			
Data Quality Issues			
<p><b>Known data limitations and significance (if any):</b> None that are serious.</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>			
Plan for data analysis, review and reporting			
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator's values will be consistently reported to USAID Mali Mission each year in the annual report.</p>			
Other notes			
<p><b>Notes on baselines/targets:</b> Baseline is zero.</p> <p><b>Location of data storage:</b> All documents and electronic media containing data and survey materials will be filed and kept by the M&amp;E unit.</p>			
Performance Indicator Values			
Period	Target	Achieved	Reporting
Baseline	0		
18 months	50	78	09/30/2004
	75	143	03/31/2005
	250	316	09/30/2005
24 months	750		03/31/2006
36 months	1,500		03/31/2007
42 months	1,800		08/31/2007
Last updated - April, 2006			

Performance Indicator Reference Sheet								
<b>SO Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>								
<b>IR 1 Sustainable production of selected agricultural products increased</b>								
<b>Sub-IR 1.3 Access to agricultural inputs and technologies promoted</b>								
<b>Ind. 3.1b Percent of planted area using improved seeds</b>								
<b>Description</b>								
<p><b>Precise Definition:</b> Total number of hectares planted in a crop (rice, horticultural crops) through PRODEPAM's interventions whose seed is defined as "improved" as a percentage of total area planted in that crop in a particular campaign in PRODEPAM's target sites.</p> <p><b>Unit of Measure:</b> %</p> <p><b>Method of calculation:</b> Numerator: Total hectares planted in improved seeds of the target crop in the target sites; denominator: Total area planted in the target crop in the target sites.</p> <p><b>Disaggregated by:</b> Region, crop</p> <p><b>Justification/Management Utility:</b> A critical aspect to increase productivity is adoption of improved seeds which availability is recognized to be a major constraint to agriculture in Mali. The level of this indicator actually measures 1) improved seeds adoption by producers, and 2) the other program's capability setting up a supply network to ease access to that input.</p> <p><b>Critical Assumptions:</b> Legal and safety requirements are met.</p>								
<b>Plan for data acquisition by PRODEPAM</b>								
<p><b>Data collection method:</b> Record of activities by PRODEPAM specialists, field personnel, sample household surveys.</p> <p><b>Data Source (s):</b> PRODEPAM records.</p> <p><b>Frequency/Timing of data acquisition:</b> Data will be collected after each production cycle.</p> <p><b>Estimated cost of Data acquisition:</b> As part of the major annual survey which will comprise many of the indicators, whose cost is estimated at \$75,000 per year. Some data collection efforts will be made for the counter-season as well.</p> <p><b>Responsible individuals:</b> M&amp;E team, PRODEPAM specialists and regional representatives.</p>								
<b>Data Quality Issues</b>								
<p><b>Known data limitations and significance (if any):</b> None that are apparent.</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>								
<b>Plan for data analysis, review and reporting</b>								
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator's values will be consistently reported to USAID Mali Mission each year in the semi-annual and annual report.</p>								
<b>Other notes</b>								
<p><b>Notes on baselines/targets:</b> Baseline for rice is provided below, but there are substantial regional differences.</p> <p><b>Location of data storage:</b> All documents and electronic media containing data and survey materials will be filed and kept by the M&amp;E unit.</p>								
<b>Performance Indicator Values</b>								
Paddy Area in Improved Seed—2004 Baseline (percent of planted area, area-weighted)								
	Koulikoro	Sikasso	Segou	Mopti	Timbuktu	Gao	Overall Targets	Overall Achieved
Baseline →	28	36	76	22	11	20	35	
Targets <sup>3)</sup>							35	35
09/30/2004							35	35
03/31/2005							37	46
09/30/2005							40	55
03/31/2006							42	
03/31/2007							45	
08/31/2007							48	

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<sup>3</sup> Source: Program Technical Proposal by CLUSA, p.50, for final target (2009)

Performance Indicator Reference Sheet			
<b>SO Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>			
<b>IR 1 Sustainable production of selected agricultural products increased</b>			
<b>Sub-IR 1.3 Access to agricultural inputs and technologies promoted</b>			
<b>Ind. 3.1c Number of farmers adopting improved production technologies</b>			
Description			
<p><b>Precise Definition:</b> Number of farmers in the target areas who are using improved production technologies introduced through PRODEPAM interventions. Use will count if it has resulted from secondary diffusion, provided PRODEPAM gave assistance in the first instance. Repeated use of the technology (as in successive seasons) will be measured by observing current year user numbers compared to prior years. Technologies include improved seed varieties, alternative cash crops/diversification, livestock feed/nutrition, sustainable agricultural techniques and practices for efficient use of resources such as water management, Integrated Pest Management, Integrated Nutrient Management, ISFM, etc. post harvest technologies (storage), etc. Improved technologies are those meant to increase farm productivity (i.e. increase in the value of output per unit of input) or address sustainability.</p> <p><b>Unit of Measure:</b> Number of farmers</p> <p><b>Method of calculation:</b> Aggregated number of scored farmers.</p> <p><b>Disaggregated by:</b> Region, Type of Production Technology, and Period of Use, gender</p> <ul style="list-style-type: none"> <li>▪ <i>Type of technology—e.g.:</i> <ul style="list-style-type: none"> <li>○ <i>Improved seeds</i></li> <li>○ <i>Soil fertility enhancement (ISFM, fertilizer)</i></li> <li>○ <i>Improved water management, etc.</i></li> </ul> </li> </ul> <p><b>Justification/Management Utility:</b> This indicator directly addresses and logically corresponds to the “productivity” component of the SO9 and focuses on the ultimate beneficiary of the PRODEPAM investment. It provides opportunities to bring “on the shelf” technologies to farmers through adaptive research, out reach and triggers R&amp;D partners and input suppliers to continuously supply improved technologies, including “cutting-edge” technologies such as bio tech and info tech. Long term monitoring of the indicator also provides valuable data for validating development models and hypotheses.</p> <p><b>Critical Assumptions:</b> Perceived and actual risks to trying improved technologies can be reduced and the new technologies provide tangible benefits.</p>			
Plan for data acquisition by PRODEPAM			
<p><b>Data collection method:</b> Program activity reporting, key informant interviews and case studies.</p> <p><b>Data Source (s):</b> Program records.</p> <p><b>Frequency/Timing of data acquisition:</b> Ongoing with Semi-annual consolidation (February and August)</p> <p><b>Estimated cost of Data acquisition:</b> As part of the major annual survey which will comprise many of the indicators, whose cost is estimated at \$75,000 per year. Some data collection efforts will be made for the counter-season as well.</p> <p><b>Responsible individuals:</b> M&amp;E team, PRODEPAM specialists and regional representatives.</p>			
Data Quality Issues			
<p><b>Known data limitations and significance (if any):</b> Farmers who adopt technologies initially may at a future point discontinue its use for a variety of reasons.</p> <p><b>Actions taken or planned to address data limitations:</b> While the definition of the indicator has ignored this problem for the sake of simplicity, PRODEPAM will assess the extent and reasons for any rejected technologies as part of its routine consultations with beneficiaries and farmer groups. This information will be used for reprogramming and will provide the basis for narrative in our reporting.</p>			
Plan for data analysis, review and reporting			
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator’s values will be consistently reported to USAID Mali Mission each year in the semi-annual report.</p>			
Other notes			
<p><b>Notes on baselines/targets:</b> Baseline is zero for PRODEPAM assisted technology adoption. First time adoption; 1 technology = 1 count.</p> <p><b>Location of data storage:</b> All documents and electronic media containing data and survey materials will be filed and kept by the M&amp;E unit.</p>			
Performance Indicator Values			
Period	Target	Achieved	Reporting
Baseline	0		

	0 300	111	09/30/2004 03/31/2005
18 months	1,200	988	09/30/2005
24 months	5,000		03/31/2006
36 months	15,000		03/31/2007
42 months	20,000		08/31/2007
Last updated - April, 2006			

Performance Indicator Reference Sheet			
<b>SO Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>			
<b>IR 1 Sustainable production of selected agricultural products increased</b>			
<b>Sub-IR 1.4 Producer organization capacity reinforced</b>			
<b>Ind. 1.4a Producer organization's institutional and organizational viability</b>			
<b>Note: Data reference information for this indicator needs to be polished</b>			
<b>Description</b>			
<p><b>Precise Definition:</b> PO organizational capacity index: each targeted PO is given 1 score of 1 (very low capacity) to 5 (very high capacity) on each of five categories, each of which contains 5 variables resulting a possible index score for each PO between 5 and 25. The dimensions are :</p> <ul style="list-style-type: none"> <li>- Financial management</li> <li>- Fund-raising</li> <li>- Participatory management</li> <li>- Internal management systems (strategic planning monitoring, evaluation, and personnel management); and</li> <li>- Public outreach</li> </ul> <p>The PO organizational capacity index of each PO is be tracked in successive reporting periods, rather than computing an average among the partner organizations. A short narrative that summarizes overall progress and seeds to date would accompany reporting.</p> <p><b>Unit of Measure:</b> Score of the respective PO partners (5-25), in format x or xx, depending on value of the score.</p> <p><b>Method of calculation:</b> Numerator: Total producer of the target areas benefiting the activity minus total producer in the target area; denominator: Total producer in the target sites</p> <p><b>Disaggregated by:</b> Region, Type of Producer organization, and Period</p> <p><b>Justification/Management Utility:</b> This indicator directly addresses and logically corresponds to the change after one year intervention for various beneficiary of the PRODEPAM interventions. It provides opportunities to bring check continuously improved management capacity for the producer organizations. Long term monitoring of the indicator also provides valuable data for validating development models and hypotheses.</p> <p><b>Critical Assumptions</b></p>			
<b>Plan for data acquisition by PRODEPAM</b>			
<p><b>Data collection method:</b> : Program activity with field personnel</p> <p><b>Data Source (s):</b> Program records</p> <p><b>Frequency/Timing of data acquisition:</b> Annual report</p> <p><b>Estimated cost of Data acquisition:</b></p> <p><b>Responsible individuals:</b> M&amp;E team and NGO's</p>			
<b>Data Quality Issues</b>			
<p><b>Known data limitations and significance (if any):</b> none that are apparent</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>			
<b>Plan for data analysis, review and reporting</b>			
<p><b>Data Analysis:</b> Data will be collected in the M&amp;E office at PRODEPAM, entered and processed according to the disaggregating schema above.</p> <p><b>Reporting of data:</b> This indicator's values will be reported to USAID Mali Mission each year in a semi-annual report.</p>			
<b>Other notes</b>			
<p><b>Notes on baselines/targets:</b> Baseline will be given in the future semi-annual report.</p> <p><b>Location of data storage:</b> All documents and electronic media containing data and survey materials will be filed and kept by the M&amp;E unit.</p>			
Performance Indicator Values			
Period	Target	Achieved	Reporting
Baseline	13/25	-	-
2007 (March)	15/25		03/31/2007
2007 (August)	17/25		08/31/2007
Last updated - April, 2006			

Performance Indicator Reference Sheet			
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>		
<b>IR 1</b>	<b>Sustainable production of selected agricultural products increased</b>		
<b>Sub-IR 1.4</b>	<b>Producer organization capacity reinforced</b>		
<b>Ind. 1.4b</b>	<b>Percent of POs for which members have access on a regular basis to clear information about PO financial management</b>		
<b>Note: Data reference information for this indicator needs to be polished</b>			
<b>Description</b>			
<p><b>Precise Definition:</b> Access refers to availability of sufficient transparent financial information to ensure that Producer Organization members may refer to documentation as any questions are asked. Information is expected to be in a language and format readily understood by members. Information about financial management includes balance sheets, cash flow statement, annual budgets, etc.</p> <p><b>Unit of Measure:</b> percentage of PO partners</p> <p><b>Method of calculation:</b> Numerator: Total producer Organizations in target areas who have ready access to clear information. Denominator: Total producer partners of PRODEAPM</p> <p><b>Disaggregated by:</b> Region, Type of Producer organization, and Period of Use</p> <p><b>Justification/Management Utility:</b> This indicator is a measure of internal PO capacity and transparency. Access to financial information promotes conflict prevention in the management of the producer organization.</p> <p><b>Critical Assumptions:</b> Management tools exist in local language. PO officers are literate enough to maintain proper documentation. PO meet regularly in General Assemblies</p>			
<b>Plan for data acquisition by PRODEPAM</b>			
<p><b>Data collection method:</b> Program activity with field personnel &amp; NGO</p> <p><b>Data Source (s):</b> program records, monthly, quarterly and semester reports</p> <p><b>Frequency/Timing of data acquisition:</b> Program activity with field personnel</p> <p><b>Estimated cost of Data acquisition:</b></p> <p><b>Responsible individuals:</b> M&amp;E team and NGO's</p>			
<b>Data Quality Issues</b>			
<p><b>Known data limitations and significance (if any):</b> none that are apparent</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>			
<b>Plan for data analysis, review and reporting</b>			
<p><b>Data Analysis:</b> -</p> <p><b>Reporting of data:</b> This indicator's values will be reported to USAID Mali Mission each year in a semi-annual report</p>			
<b>Other notes</b>			
<p><b>Notes on baselines/targets:</b> Baseline will be given in the future semi-annual report</p> <p><b>Location of data storage:</b> All documents and electronic media containing data and survey materials will be filed and kept by the M&amp;E unit.</p>			
Performance Indicator Values			
Period	Target	Achieved	Reporting
Baseline	25%	-	-
2006 (March)	30%		03/31/2006
2007 (March)	45%		03/31/2007
2007 (August)	60%		08/31/2007
Last updated - April, 2006			

Performance Indicator Reference Sheet				
<b>SO Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>				
<b>IR 2 Improved marketing of targeted farm products</b>				
<b>Ind. 2.a Amount of cereal marketed (rice)</b>				
<b>Description</b>				
<p><b>Precise Definition:</b> The quantity of <u>rice</u> (in metric tons) sold in domestic and regional markets by associations and agro entrepreneurs assisted by TradeMali. For the purpose of tracking and reporting, the value of the quantity of rice sold will also be reported under this indicator.</p> <p><b>Unit of Measure:</b> Metric tons (MT) of traded rice, and value (\$\$ and FCFA) of the volume traded</p> <p><b>Disaggregated by:</b> assisted group, gender and market (domestic and regional) – volume and value</p> <p><b>Justification/Management Utility:</b> Production of paddy rice increased from about 460,000 MT to 840,000 MT between 1995 and 2002, and continued and substantial expansion is both expected and possible with good weather and planned increases in irrigated areas. Mali has the potential to become a significant rice exporter to West Africa if production and marketing costs can be reduced. At present, Malian rice is not price competitive in regional markets with imported Asian rice. Mali's rice offers reflect its high farm-gate prices, high transport costs and low processing yields. Rice exports have therefore been minimal; and although there has been significant increased production, it has not kept pace with consumption in recent years, making it difficult for increased exports. Locally produced rice remains an important cash crop for large numbers of small growers and sells well on the domestic market. There are however organizational, liquidity, storage and seasonal marketing issues that if resolved would substantially improve producer revenues. It is within this context that TradeMali and USAID decided to enlarge the indicator to include the domestic market trade. In this regard, TradeMali's assistance consists of assisting village producer and marketing groups of both genders in organizing, storage, training and resource mobilization and marketing. TradeMali still continues to explore regional export markets and will facilitate trade alliances between exporters and importers should these become feasible.</p> <p><b>Critical Assumptions:</b> Normal agricultural season. Buy in of financial institution to the CSV program and availability of funds for the purpose of this program at their (rural) institutions.</p>				
<b>Plan for data acquisition by TradeMali</b>				
<p><b>Data collection method:</b> Data will be obtained from assisted producers and traders, micro credit institutions, rural extension agencies and from OMA.</p> <p><b>Data Source (s):</b> TradeMali and OMA</p> <p><b>Frequency/Timing of data acquisition:</b> Preliminary assessments during production and harvest periods. Periodic assessments during marketing season with information provided in year end report covering period Sept. 1 through Aug. 31.</p> <p><b>Estimated cost of Data acquisition:</b> Limited</p> <p><b>Responsible individuals:</b> The TradeMali and Trade Links Unit with the M&amp;E unit.</p>				
<b>Data Quality Issues</b>				
<p><b>Known data limitations and significance (if any):</b> Expect partner collected data to be of high quality; export data accuracy is variable.</p> <p><b>Actions taken or planned to address data limitations:</b> TradeMali will collect data and cross-check from the sources listed above. Expect data from village association and micro credit to correspond.</p>				
<b>Plan for data analysis, review and reporting</b>				
<p><b>Data Analysis:</b> Data from groups involved with the project will be obtained by TradeMali, analyzed, and reported.</p> <p><b>Reporting of data:</b> Data will be used for the Portfolio Implementation Reviews of the Mission and Annual Reporting to AID/W</p>				
<b>Other notes</b>				
<p><b>Notes on baselines/targets:</b> As this is a new activity, baseline was set at zero at the start of the project</p> <p><b>Location of data storage:</b> All data is kept at the database in the M&amp;E unit. Electronic data files are available on the TradeMali server.</p> <p><b>Other:</b> The CSV program started in 2004 with a total storage of 75 tons of rice for 19 producer groups who received technical assistance from TradeMali. The exportation of the produce was insignificant and only done informally. In 2005, based on the success of 2004 and the enthusiasm of producers and village associations, the program was expanded. After planning sessions, the target for storage for 2005 was set at 300 tons of rice which was well overachieved. A similar campaign planning for commercialization provided an estimated target of 1500 tons for 2006. Taking into account the adhesion of producer groups to the CSV program, the availability of product in the ON zone, the expansion of the activity to the regions of Sikasso and Gao and the overwhelming results of 2005, a preliminary target of 2000 tons is set for the 2006/2007 campaign.</p>				
<b>Performance Indicator Values</b>				
<b>Year</b>	<b>Target</b>		<b>Achieved</b>	
	Annual	Cum.	Annual	Cum.

2003 – Reference year				
2003-2004	0	0	75	75
2004-2005	300	300	631	706
2005-2006	1500	1800		
2006-2007	2000	3800		
Last updated - April, 2006				

Performance Indicator Reference Sheet		
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>	
<b>IR 2</b>	<b>Improved marketing of targeted farm products</b>	
<b>Ind. 2.b</b>	<b>Amount of alternative commodities marketed (potatoes, anis/cumin, other)</b>	
<b>Description</b>		
<p><b>Precise Definition:</b> Volume of alternative commodities sold to regional and domestic markets. Alternative commodities include, but are not limited to, potatoes, anis, cumin, etc. The reporting for this indicator will also include the value of the alternative commodities marketed.</p> <p><b>Unit of Measure:</b> Metric tons (MT) of traded potatoes, kilo/grams of spices traded, and the value of the volumes traded (in \$\$/FCFA)</p> <p><b>Disaggregated by:</b> volume and value, by market (regional or domestic), by trader and by gender of trader.</p> <p><b>Justification/Management Utility:</b> Potato programs should be maintained and the project focus enlarged, at minor additional cost but major benefit, to include domestic markets. The potato sector serves as a major source of revenue for both men and women farmers and traders. The number of formally organized potato associations expanded this year to include groups in the Office de Niger, Segou, and Timbuktu as well as additional Sikasso cooperatives. Significant amounts of production financing and timely inputs were secured and prospects for a successful season are high. Additional expansion in the Office de Niger zone is likely in the option years. Unknown to regional importers until fairly recently, Malian farmers, produced approximately 30,000 MT of potatoes in 2002 as a cash crop (based on extrapolations from seed import data). Significant expansion of this commodity is possible, and with improved post-harvest handling, storage, and transportation transactions, farmers will continue to see increasing farm-level incomes. With the right pricing, Malian exports can compete for the approximately 70,000 MT currently imported from the EU by West African countries, of which 27,381 MT are destined for Senegal and 12,898 MT for Mauritania (Eurostat 2002 data). Furthermore, much of the current potato exports to the Ivory Coast are threatened by the political situation there, because of major disruptions in shipment routes through that country. Therefore it is important to support and find other export markets and to make better use of the Malian national markets.</p> <p><b>Critical Assumptions:</b> Normal agricultural season. Test marketing for certain Northern pilot activities will be undertaken but volumes are expected to be small</p>		
<b>Plan for data acquisition by TradeMali</b>		
<p><b>Data collection method:</b> Data will be obtained from assisted producers and traders, micro credit institutions, rural extension agencies and from OMA.</p> <p><b>Data Source (s):</b> TradeMali and OMA</p> <p><b>Frequency/Timing of data acquisition:</b> Preliminary assessments during production and harvest periods. Periodic assessments during marketing season with information provided in year end report covering period September 1 through August 31.</p> <p><b>Estimated cost of Data acquisition:</b> Limited</p> <p><b>Responsible individuals:</b> The TradeMali and Trade Links Unit with the M&amp;E unit.</p>		
<b>Data Quality Issues</b>		
<p><b>Known data limitations and significance (if any):</b> Expect partner collected data to be of high quality; export data accuracy is variable.</p> <p><b>Actions taken or planned to address data limitations:</b> TradeMali will collect data and cross-check from the sources listed above. Expect data from village association and micro credit to correspond.</p>		
<b>Plan for data analysis, review and reporting</b>		
<p><b>Data Analysis:</b> Data from groups involved with the project will be obtained by TradeMali, analyzed, and reported upon.</p> <p><b>Reporting of data:</b> Data will be used for the Portfolio Implementation Reviews of the Mission and Annual Reporting to AID/W</p>		
<b>Other notes</b>		
<p><b>Notes on baselines/targets:</b> As this is a new activity, baseline was set at zero at the start of the project</p> <p><b>Location of data storage:</b> All data is kept at the database in the M&amp;E unit. Electronic data files are available on the TradeMali server.</p> <p><b>Other:</b> Private sector operators, producers and traders assisted by TradeMali determine target markets based on profitability, risk and speed of payments. TradeMali agrees with this view—from a business perspective it is advisable to diversity markets and sell where and when opportunities exist. Given the continuing problems in the Cote d’Ivoire hampering Malian exports and the strong domestic Malian market, an enlargement of the targeted market to both regional and domestic buyers is an effective way to provide benefits to small-scale rural producers and traders. The 6000 ton figure for projected 2005-06 sales to the <u>regional</u> and <u>domestic</u> markets (a 75% increase over the FY 2005 traded amounts) is realistic.</p>		
<b>Performance Indicator Values – Potatoes</b>		
<b>Year</b>	<b>Target</b>	<b>Achieved</b>

	Annual	Cum	Annual	Cum
2003 – Reference year				
2003-2004	6087	6087	10	10
2004-2005	7913	14000	3467	3477
2005-2006	6000	20000		
2006-2007	7000	27000		
Last updated - April, 2006				

Performance Indicator Reference Sheet				
<b>SO Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>				
<b>IR 2 Improved marketing of targeted farm products</b>				
<b>Ind. 2.c Amount of alternative commodities marketed – Mangoes</b>				
<b>Description</b>				
<p><b>Precise Definition:</b> Volume of fresh mangoes sold to international and regional markets</p> <p><b>Unit of Measure:</b> Metric tons (MT) of mangoes sold and the value of the volumes traded (in \$\$/FCFA)</p> <p><b>Disaggregated by:</b> volume &amp; value, by market (regional, international or domestic), by trader and by gender of trader.</p> <p><b>Justification/Management Utility:</b> Malian mangoes are known regionally and internationally. Annual production is estimated by GOM at about 200,000 metric tons/year, though recent World Bank studies suggest actual production is closer to 50,000 MT/year and CIRAD experts postulate that only 8,000 MT/year of exportable mangoes are grown. Of this only a fraction is currently exported. Providing increasing export volumes of Malian fresh mangoes to regional and European markets responds directly to Mali's strategy in agricultural diversification and poverty reduction. High costs of air shipments, product transit damage, lengthy shipping times, and transaction costs, stricter European regulations and requirements for EurepGap certification, and political instability in Ivory Coast seriously threatens even these modest export amounts, which would be a serious economic blow to producers. Identifying and strengthening new and less costly outlets, understanding and adhering to market requirements, more timely means of evacuation, with careful attention to maintaining the cold chain from packing house in Mali to final destination, will not only help reduce the threat to current markets, but significantly increase Mali's options and ability to capture added value. New shipping corridors will create market opportunities both in Northern Europe (UK, Netherlands, and Scandinavia) and in coastal West African countries such as Senegal and Mauritania where Malian production complements the local production season. Finally, the development of an efficient sea linkage to Europe will open the way for other fruit and vegetable exports.</p> <p><b>Critical Assumptions:</b> Normal agricultural season; EurepGAP certification for several exporters; adequate cold storage facilities in place; increased volumes by multi-modal transport; Ivory Coast political situation allows transit to port; Dakar port and road are useable and available.</p>				
<b>Plan for data acquisition by TradeMali</b>				
<p><b>Data collection method:</b> Data will be collected directly from traders, and also obtained using both reports issued by the phyto-sanitary service and the database of TradeMali.</p> <p><b>Data Source (s):</b> TradeMali, targeted traders, phyto-sanitary services, and secondary sources ( e.g, Eurostat</p> <p><b>Frequency/Timing of data acquisition:</b> Preliminary assessments during production and harvest periods. Periodic assessments during marketing season with information provided in year end report covering period September 1 through August 31.</p> <p><b>Estimated cost of Data acquisition:</b> Limited</p> <p><b>Responsible individuals:</b> The TradeMali and Trade Links Unit with the M&amp;E unit.</p>				
<b>Data Quality Issues</b>				
<p><b>Known data limitations and significance (if any):</b> National level data from OMA, phyto-sanitary services, DNSI, and Air France Cargo accuracy variable. Expect data from targeted traders to be of a higher quality but dependent on openness of partners. Data on European markets fairly accurate (Eurostat) but understated due to re-exports from neighboring countries.</p> <p><b>Actions taken or planned to address data limitations:</b> TradeMali will collect data and cross-check from the sources listed above and contact selected importers; confidence and openness will increase as relations mature between the project and exporters and importers.</p>				
<b>Plan for data analysis, review and reporting</b>				
<p><b>Data Analysis:</b> Data from private sector groups directly linked in trade of targeted commodity will be obtained by TradeMali, analyzed, and reported upon.</p> <p><b>Reporting of data:</b> Data will be used for the Portfolio Implementation Reviews of the Mission and Annual Reporting to AID/W</p>				
<b>Other notes</b>				
<p><b>Notes on baselines/targets:</b> targets have been set based on the annual production and traded quantities at the different markets. The 3,625 tons projected for the 2005-06 season is a realistic increase of 21% over the FY 2005 marketed volumes.</p> <p><b>Location of data storage:</b> All data is kept at the database in the M&amp;E unit. Electronic data files are available on the TradeMali server.</p>				
<b>Performance Indicator Values (potatoes)</b>				
Year	Target		Achieved	
	Annual	Cumulative	Annual	Cumulative
2003 reference year				
2003-04	1727	1727	2609	2609
2004-05	3392	5119	2984	5593
2005-06	3625	8744		

2006-07	3800	12544		
Last updated - April, 2006				

Performance Indicator Reference Sheet				
<b>SO Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>				
<b>IR 2 Improved marketing of targeted farm products</b>				
<b>Sub- IR 2.1 Increased opportunities for selected agricultural products</b>				
<b>Ind. 2.1a Number of new markets accessible for targeted agricultural products</b>				
<b>Description</b>				
<p><b>Precise Definition:</b> Number of new markets resulting in at least one campaign of targeted agricultural products. A new market is defined as one that is accessible for the first time for a product, this could include a new seasonal market, a new geographical market or a new presentation of the selected product.</p> <p><b>Unit of Measure:</b> number</p> <p><b>Disaggregated by:</b> type of markets, product, region</p> <p><b>Justification/Management Utility:</b> In the past, considerable volumes of agricultural products, such as mangoes and potatoes were exported from Mali to the region (Côte d'Ivoire mainly) for local consumption or to be re-exported to European markets. The persisting crisis in Côte d'Ivoire mandates that Malian agro entrepreneurs must diversify their products, distribution channels and commercial alliances and look to the national, regional and international areas for markets. Mali has advantages which, if efforts for market diversification are made and the competitiveness of products considerably increased, may acquire new or increased market shares and consequently increase agricultural product sales and revenues.</p> <p><b>Critical Assumptions:</b> There is strong demand for the products selected by TradeMali. Overtime, Malian agricultural products have increased competitiveness (quality, price); post-harvest technologies are mastered, particularly, the cold chain and transport logistics; and agro entrepreneurs become more formal and professional.</p>				
<b>Plan for data acquisition by TradeMali</b>				
<p><b>Data collection method:</b> TradeMali will conduct periodic interviews and surveys with the agro-entrepreneurs involved in the project about their activities for commercial prospects and shipment to new markets.</p> <p><b>Data Source(s):</b> Agro entrepreneur supported by the project.</p> <p><b>Frequency/Timing of data acquisition:</b> Annual in September.</p> <p><b>Estimated cost of Data acquisition:</b> Limited</p> <p><b>Responsible individuals:</b> The TradeMali TradeLinks Unit in collaboration with the Monitoring and Evaluation Unit.</p>				
<b>Data Quality Issues</b>				
<p><b>Known data limitations and significance (if any):</b> None</p> <p><b>Actions taken or planned to address data limitations:</b> – TradeMali provides the data</p>				
<b>Plan for data analysis, review and reporting</b>				
<p><b>Data Analysis:</b> no analysis necessary as the data come from directly TradeMali</p> <p><b>Reporting of data:</b> data will be integrated in the regular reporting to USAID, including the annual report.</p>				
<b>Other notes</b>				
<p><b>Notes on baselines/targets:</b> As this is a new activity, baseline was set at zero at the start of the project</p> <p><b>Location of data storage:</b> All data is kept at the database in the M&amp;E unit. Electronic data files are available on the TradeMali server.</p>				
Performance Indicator Values				
YEAR	TARGETS		ACHIEVED	
	ANNUAL	CUMULATIVE	ANNUAL	CUMULATIVE
<b>2003 REFERENCE YEAR</b>	<b>0</b>	<b>0</b>		
<b>2003-04</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>1</b>
<b>2004-05</b>	<b>4</b>	<b>8</b>	<b>7</b>	<b>8</b>
<b>2005-06</b>	<b>2</b>	<b>10</b>		
<b>2006-07</b>	<b>2</b>	<b>12</b>		
<b>2007-08</b>	<b>-</b>	<b>-</b>		
Last updated - April, 2006				

Performance Indicator Reference Sheet				
SO	Increase productivity and incomes in selected agricultural sub-sectors (SO9)			
IR 2	Improved marketing of targeted farm products			
Sub- IR 2.1	Increased opportunities for selected agricultural products			
Ind. 2.1b	Number of beneficiaries adopting technologies			
Description				
<p><b>Precise Definition:</b> Number of associations and agro-entrepreneurs adopting post-harvest and processing technologies and methods introduced by TradeMali. These include new technologies and methods introduced or improvements on existing ones.</p> <p><b>Unit of Measure:</b> Number</p> <p><b>Disaggregated by:</b> beneficiary by type of technology and value chain, gender</p> <p><b>Justification/Management Utility:</b> Inefficient production and post-harvest handling methods are one of the main causes of non-competitive agricultural products. Project support will consist in helping agro entrepreneurs to be aware of and adopt appropriate technologies to improve performance and offer more competitive products.</p> <p><b>Critical Assumptions:</b> Benefits of adopting improved methods and technologies outweigh agro entrepreneur's opportunity costs. When required investment capital is available.</p>				
Plan for data acquisition by TradeMali				
<p><b>Data collection method:</b> TradeMali will conduct periodical interviews and surveys with agro entrepreneurs who received training and support for the introduction of post-harvest and processing technologies for selected agricultural products.</p> <p><b>Data Source (s):</b> TradeMali in collaboration with project partner associations and agro-entrepreneurs.</p> <p><b>Frequency/Timing of data acquisition:</b> Annual in September</p> <p><b>Estimated cost of Data acquisition:</b> Limited</p> <p><b>Responsible individuals:</b> TradeMali's TradeLinks Unit in collaboration with the Monitoring-Evaluation Unit.</p>				
Data Quality Issues				
<p><b>Known data limitations and significance (if any):</b> Data collection and activity observations are done to assure the effective adoption of technologies diffused. Only after these two action that prove the adoption by the beneficiary is the result counted by technology and by type of beneficiary. This is done by the M&amp;E unit in collaboration with the field technicians.</p> <p><b>Actions taken or planned to address data limitations:</b> The M&amp;E unit verifies the data coming from different sources during field visits, interviews/surveys and observations at beneficiary level.</p>				
Plan for data analysis, review and reporting				
<p><b>Data Analysis:</b> The data provide through different sources is verified by the M&amp;E unit, after which they are analyzed and reported by the various project components.</p> <p><b>Reporting of data:</b> data will be integrated in the regular reporting to USAID, including the annual report</p>				
Other notes				
<p><b>Notes on baselines/targets:</b> As this is a new activity, baseline was set at zero at the start of the project</p> <p><b>Location of data storage:</b> All data is kept at the database in the M&amp;E unit. Electronic data files are available on the TradeMali server.</p>				
Performance Indicator Values				
YEAR	TARGETS		ACHIEVED	
	ANNUAL	CUMULATIVE	ANNUAL	CUMULATIVE
2003 REFERENCE YEAR	0	0		
2003-04	0	0	49	49
2004-05	2	2	16	65
2005-06	81	83		
2006-07	74	157		
2007-08	-	-		
Last updated - April, 2006				

Performance Indicator Reference Sheet				
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>			
<b>IR 2</b>	<b>Improved marketing of targeted farm products</b>			
<b>Sub- IR 2.1</b>	<b>Increased opportunities for selected agricultural products</b>			
<b>Ind. 2.1c</b>	<b>Number of infrastructures created or rehabilitated</b>			
Description				
<p><b>Precise Definition:</b> Number of storage, conservation, handling and marketing facilities established or improved through project support. These facilities may be storage and conservation warehouses in villages (for cereals or alternative products) or marketing and handling facilities in urban areas (mango cold-chain for example).</p> <p><b>Unit of Measure:</b> Number</p> <p><b>Disaggregated by:</b> Type of infrastructure created or rehabilitated, region</p> <p><b>Justification/Management Utility:</b> Lack of appropriate infrastructure constrains the agro-entrepreneurs' ability to take advantage of opportunities in seasonal, regional and international markets.</p> <p><b>Critical Assumptions:</b> Market information is available to evaluate investment decisions and costs versus potential benefits. Investment capital is available when required.</p>				
Plan for data acquisition by TradeMali				
<p><b>Data collection method:</b> TradeMali will conduct periodical interviews and surveys with agro entrepreneurs who received training and support for the establishment or improvement of facilities.</p> <p><b>Data Source (s):</b> TradeMali in collaboration with project partner associations and agro entrepreneurs.</p> <p><b>Frequency/Timing of data acquisition:</b> Annual in September.</p> <p><b>Estimated cost of Data acquisition:</b> Limited</p> <p><b>Responsible individuals:</b> The TradeMali TradeLinks in collaboration with the Monitoring-Evaluation Unit.</p>				
Data Quality Issues				
<p><b>Known data limitations and significance (if any):</b> None</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>				
Plan for data analysis, review and reporting				
<p><b>Data Analysis:</b> No data analysis required as all data is provide through TradeMali directly</p> <p><b>Reporting of data:</b> data will be integrated in the regular reporting to USAID, including the annual report</p>				
Other notes				
<p><b>Notes on baselines/targets:</b> As this is a new activity, baseline was set at zero at the start of the project</p> <p><b>Location of data storage:</b> All data is kept at the database in the M&amp;E unit. Electronic data files are available on the TradeMali server.</p>				
Performance Indicator Values				
YEAR	TARGETS		ACHIEVED	
	ANNUAL	CUMULATIVE	ANNUAL	CUMULATIVE
<b>2003 REFERENCE YEAR</b>	<b>0</b>	<b>0</b>		
<b>2003-04</b>	<b>2</b>	<b>2</b>	<b>20</b>	<b>20</b>
<b>2004-05</b>	<b>4</b>	<b>6</b>	<b>21</b>	<b>41</b>
<b>2005-06</b>	<b>40</b>	<b>46</b>		
<b>2006-07</b>	<b>45</b>	<b>91</b>		
<b>2007-08</b>	<b>-</b>	<b>-</b>		
Last updated - April, 2006				

Performance Indicator Reference Sheet				
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>			
<b>IR 2</b>	<b>Improved marketing of targeted farm products</b>			
<b>Sub- IR 2.1</b>	<b>Increased opportunities for selected agricultural products</b>			
<b>Ind. 2.1d</b>	<b>Number of beneficiaries trained in best practices</b>			
Description				
<b>Precise Definition:</b> Number of agro-entrepreneurs and producer organizations trained in the use of good agricultural techniques including Best Agricultural Practices (BAP), harvest, post harvest, marketing, management and financing techniques.				
<b>Unit of Measure:</b> Number				
<b>Disaggregated by:</b> gender, type of beneficiary, value chain, region				
<b>Justification/Management Utility:</b> Within the framework of its support activities to targeted sectors, TradeMali assists agro entrepreneurs in meeting markets requirements. With globalization, trade has become faster and more competitive, and buyers are more demanding. Quality requirements concern products as well as services. To meet these requirements, TradeMali has been implementing a capacity building program for agro-entrepreneurs in the use, among other things, of good agricultural techniques including the BAP, harvest and post harvest techniques, marketing techniques, management and financing techniques. The topics, selected according to agro-entrepreneurs' needs and targeted market requirements, are taught by field specialists (service providers) and broadcast during workshops and conferences for agro-entrepreneurs or during practical demonstration sessions.				
<b>Critical Assumptions:</b> Agro-entrepreneurs see that benefits outweigh opportunity costs of attending training sessions.				
Plan for data acquisition by TradeMali				
<b>Data collection method:</b> The number of agro-entrepreneurs trained is determined in association with service providers				
<b>Data Source (s):</b> TradeMali in collaboration with service providers.				
<b>Frequency/Timing of data acquisition:</b> Annual in September.				
<b>Estimated cost of Data acquisition:</b>				
<b>Responsible individuals:</b> Training Unit in association with the Monitoring Evaluation Unit.				
Data Quality Issues				
<b>Known data limitations and significance (if any):</b> None, the data information is provided by the trainers and organizers of training sessions using the data collection sheets as part of their work. The data sheets are filled in by the participants at the time and location of the training.				
<b>Actions taken or planned to address data limitations:</b> No measures needed				
Plan for data analysis, review and reporting				
<b>Data Analysis:</b> detailed analysis not necessary.				
<b>Reporting of data:</b> data will be integrated in the regular reporting to USAID, including the annual report				
Other notes				
<b>Notes on baselines/targets:</b> During the first year of the TradeMali project 1060 agro-entrepreneurs were trained. Based on this success, the target for 2005 was set at 2120. However, the target for training will be reduced after 2005 as the project will put greater focus on follow up of those beneficiaries already trained, instead of targeting additional/new entrepreneurs. The number of farmers expected to have been trained in best agricultural practices, harvesting and post-harvest technical, marketing and financial management will be up to 3240 by the end of the project.				
<b>Location of data storage:</b> All data is kept at the database in the M&E unit. Electronic data files are available on the TradeMali server.				
Performance Indicator Values				
YEAR	TARGETS		ACHIEVED	
	ANNUAL	CUMULATIVE	ANNUAL	CUMULATIVE
<b>2003 REFERENCE YEAR</b>				
<b>2003-04</b>	<b>0</b>	<b>0</b>	<b>1060</b>	<b>1060</b>
<b>2004-05</b>	<b>2120</b>	<b>2120</b>	<b>2310</b>	<b>3190</b>
<b>2005-06</b>	<b>560</b>	<b>2680</b>		
<b>2006-07</b>	<b>560</b>	<b>3240</b>		
Last updated - April, 2006				

Performance Indicator Reference Sheet	
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>
<b>IR 2</b>	<b>Improved marketing of targeted farm products</b>
<b>Sub- IR 2.2</b>	<b>Improved partnerships for selected agricultural product trade</b>
<b>Ind. 2.2a</b>	<b>Number of contracts for marketing of targeted agricultural products</b>
Description	
<p><b>Precise Definition:</b> Number of contracts (agreements) among value chain actors supported by the project in the marketing of targeted farm products. For example, between producers and traders; exporters and importers; traders and input suppliers; service providers and producers/traders; rice producer associations and micro finance institutions; and, producers, mango collectors and exporters.</p> <p><b>Unit of Measure:</b> Number</p> <p><b>Disaggregated by:</b> targeted agricultural product, type of actor, gender, region</p> <p><b>Justification/Management Utility:</b> Many transactions are made without firm contracts between buyers and sellers in the agricultural sector. For example, much of the time payments to mango exporters are made on the basis of a percentage of sales. It happens that some exporters have difficulty getting paid after orders are delivered. Relationships between producers and exporters are affected by numerous refusals to comply with verbal commitments taken by both sides and it at times noted that one-side modifies the price or volume negotiated before marketing. The competitiveness of Malian agro-businesses supposes that the buyers' <i>cahier de charges</i> (specifications) be respected. Formalizing business relationships between buyers and sellers in order to bring parties to be respectful of their commitments (<i>cahiers de charges</i>, date of delivery, price, terms of payment, etc.) will contribute to improved trade partnerships and thus create motivation among partners to increase the number and volume of sales.</p> <p><b>Critical Assumptions:</b> Good demand for targeted products. Adequate capacity in the Malian legal framework for the resolution of commercial disputes and for strengthening contractual systems. Low level of literacy and comprehension of French by many in the agricultural sector can be circumvented.</p>	
Plan for data acquisition by TradeMali	
<p><b>Data collection method:</b> TradeMali will periodically collect information on all formalized trade deals/conventions from targeted value chain actors.</p> <p><b>Data Source (s):</b> TradeMali in collaboration with project's clients and collaborators.</p> <p><b>Frequency/Timing of data acquisition:</b> Annual in September.</p> <p><b>Estimated cost of Data acquisition:</b> Limited</p> <p><b>Responsible individuals:</b> TradeLinks Unit in association with Monitoring-Evaluation Unit</p>	
Data Quality Issues	
<p><b>Known data limitations and significance (if any):</b> None</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>	
Plan for data analysis, review and reporting	
<p><b>Data Analysis:</b> not pertinent</p> <p><b>Reporting of data:</b> data will be integrated in the regular reporting to USAID, including the annual report</p>	
Other notes	
<p><b>Notes on baselines/targets:</b> TradeMal's approach in providing support to associations, cooperatives and agro-entrepreneurs has put in place a well development program of technical assistance and capacity strengthening activities with the objective to formalize groups into officially recognized structures. In addition, a next step has been to link the commercial stakeholders and mobilization of finance through financial institutional partners to the benefit of these formalized groups. It is within this context that formal alliances have started to develop themselves between the projects beneficiaries and their clients (Malian, as well as foreign relations). The formalizations of the commercial linkages is more evident in the rice and potato sector as financial institutional partners exist vis-à-vis a number of producer associations, cooperatives and agro-entrepreneurs that have received project assistance. As a result, the number of contracts with groups, associations and cooperations planned for each campaign is restricted to these two targeted agricultural sectors. The target set for 2006 is 40, and an estimated 45 contracts should be developed in 2007.</p> <p><b>Location of data storage:</b> All data is kept at the database in the M&amp;E unit. Electronic data files are available on the TradeMali server.</p> <p><b>Other:</b> Formalizing agreements is not very common in Mali. Steady efforts will be required to bring different parties to accept writing the conditions of their agreement. The illiteracy of producers and other actors of the sector (exporters, collectors, traders, buyers) is also a major handicap. Though commercial transactions took place in 2004 on the basis of verbal agreements and long-term relationships, measures taken to formalize these relationships were unanimously greeted by the different actors of targeted sectors. Indeed, EUREPGAP traceability requires that more formal measures be taken in the mango sector. The potato exporters have set up their own cooperatives so that they can be more influential. Rice producers involved in the program of "crédit de stockage vivrier" must continue to maintain correct and verifiable relationships.</p>	

<b>Performance Indicator Values</b>				
<b>YEAR</b>	<b>TARGETS</b>		<b>ACHIEVED</b>	
	<b>ANNUAL</b>	<b>CUMULATIVE</b>	<b>ANNUAL</b>	<b>CUMULATIVE</b>
<b>2003 REFERENCE YEAR</b>	<b>0</b>	<b>0</b>		
<b>2003-04</b>	<b>3</b>	<b>3</b>	<b>26</b>	<b>26</b>
<b>2004-05</b>	<b>22</b>	<b>25</b>	<b>24</b>	<b>50</b>
<b>2005-06</b>	<b>40</b>	<b>65</b>		
<b>2006-07</b>	<b>45</b>	<b>110</b>		

Last updated - April, 2006

Performance Indicator Reference Sheet				
<b>SO Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>				
<b>IR 2 Improved marketing of targeted farm products</b>				
<b>Sub- IR 2.2 Improved partnerships for selected agricultural product trade</b>				
<b>Ind. 2.2b Number of producer organizations assisted in targeted value chains</b>				
Description				
<p><b>Precise Definition:</b> Number of agricultural village associations, rural cooperatives and rural groups assisted in the targeted value chains.</p> <p><b>Unit of Measure:</b> Number</p> <p><b>Disaggregated by:</b> type of organizations/beneficiary, gender, value chain, region</p> <p><b>Justification/Management Utility:</b> Individual small scale producers and traders have limited influence on the market, sources of information and inputs. TradeMali's assistance consists not only of commodity related support but also help in organizing and management of village level organizations either directly through the project's own resources or in collaboration with other development agencies and projects. TradeMali provides this type of support in each of its targeted commodity sectors: mangoes, potatoes, rice and anis.</p> <p><b>Critical Assumptions:</b> Certain village members can work together; there is no history of failing associations within village that would negatively influence organized efforts.</p>				
Plan for data acquisition by TradeMali				
<p><b>Data collection method:</b> Data will be collected by TradeMali from village associations.</p> <p><b>Data Source (s):</b> TradeMali in collaboration with village associations.</p> <p><b>Frequency/Timing of data acquisition:</b> Annual in September.</p> <p><b>Estimated cost of Data acquisition:</b> Limited</p> <p><b>Responsible individuals:</b> Monitoring/Evaluation Unit.</p>				
Data Quality Issues				
<p><b>Known data limitations and significance (if any):</b> None</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>				
Plan for data analysis, review and reporting				
<p><b>Data Analysis:</b> All data is directly provided by TradeMali, a thorough data analysis is thus not pertinent.</p> <p><b>Reporting of data:</b> data will be integrated in the regular reporting to USAID, including the annual report</p>				
Other notes				
<p><b>Notes on baselines/targets:</b> As this is a new activity, baseline was set at zero at the start of the project</p> <p><b>Location of data storage:</b> All data is kept at the database in the M&amp;E unit. Electronic data files are available on the TradeMali server.</p>				
Performance Indicator Values				
YEAR	TARGETS		ACHIEVED	
	ANNUAL	CUMULATIVE	ANNUAL	CUMULATIVE
<b>2003 REFERENCE YEAR</b>				
<b>2003-04</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>19</b>
<b>2004-05</b>	<b>20</b>	<b>20</b>	<b>21</b>	<b>40</b>
<b>2005-06</b>	<b>40</b>	<b>60</b>		
<b>2006-07</b>	<b>50</b>	<b>110</b>		
<b>2007-08</b>	<b>-</b>	<b>-</b>		
Last updated - April, 2006				

Performance Indicator Reference Sheet	
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>
<b>IR3</b>	<b>Access to finance increased in targeted areas</b>
<b>Ind. 3.a</b>	<b>Number of loans provided to agro-entrepreneurs and producer organizations accessing credit through banks</b>
Description	
<p><b>Precise Definition:</b> Change in the number of loans provided to agro entrepreneurs and producer organizations through banks with the technical assistance of Mali Finance and/ or coached by PRODEPAM, TradeMali, other projects or NGOs that received technical assistance from Mali Finance in targeted areas. Beneficiaries also include small and medium size agro-enterprises, CBNRM village associations, women associations and agricultural investment promoters. BDS providers and NGO agents trained by Mali Finance will provide direct consulting services for bankable loans. Those loan applications that receive bank approval through this activity will be included as results under this indicator as well. The loans are to be used for agricultural and ag-related activities, for example production, ag. equipment, processing, trade, etc.</p> <p>There is a direct relationship between the number of loans provided to beneficiaries through banks and the terms of the loans. Short term loans are easier to obtain than mid or long term loans. Input loans for short term agricultural campaigns are accessible at some banks. However, most of the work done by Mali Finance until now has been to help agro entrepreneurs have access to mid or long term loans, which allows them to develop their businesses. With PRODEPAM targeting producer organizations for short term credit as their first loan, more of these loans will be integrated in this indicator over the next year.</p> <p><b>Unit of Measure:</b> Number (cumulative)</p> <p><b>Disaggregated by:</b> Region, gender, and bank</p> <p><b>Justification/Management Utility:</b> An increase in the number of loans granted to agro entrepreneurs and producer organizations through banks is a direct measure of the effects of the project's capacity building activities toward banks and also the improved ability of BDS providers to develop bankable loan applications for entrepreneurs and producer organizations. The Malian economic environment of the agricultural sector favors the expansion of demand and supply of financial development services. However, critical assumptions show that this hypothesis needs improvement. Right now and since the nineties, very few important start up projects have succeeded, which demonstrated that the hypothesis is not true. The challenge and the mission of Mali Finance will be to work alongside the government and partner organizations to prove the hypothesis is true.</p> <p>An enhanced capacity of banks in analyzing credit risk of agricultural loan applications will increase trust and therefore incline banks to grant more agricultural loans. Improved capacity of BDS providers in developing better quality business plans will lead them to produce more bankable credit applications for agro entrepreneurs. Joint management development training sessions with TradeMali, PRODEPAM and other organizations will provide community based organizations with required skills to apply for loans through banks.</p> <p><b>Critical Assumptions:</b></p> <p>Supply side :</p> <ul style="list-style-type: none"> <li>• Mid and long term funding is accessible at affordable rates for Malian banks</li> <li>• There is a willingness to provide access to credit for mid and long term financing from Malian banks</li> <li>• Banks are developing an interest in SME lending and business start up in the agricultural sector to develop the economy</li> <li>• Legal systems work efficiently to help banks reduce their cost and probability of loss, hereby reducing the risk</li> <li>• There is an increased competition among banks, making them look for new clients, and not just their commerce type base.</li> </ul> <p>Demand side :</p> <ul style="list-style-type: none"> <li>• Entrepreneurs understand the importance of investing in financial development services for the success of their business and are willing and capable to pay for these services</li> <li>• Entrepreneurs and the private sector find enough profitability to invest an important part of their capital in projects and secure it adequately enough for banks to develop an interest to share the risk and give out a loan</li> <li>• Malian entrepreneurs are willing to open up the capital of their project when necessary and develop technical partnerships to reduce the level of their project's risk</li> <li>• BDS providers remain flexible and can adapt to the needs for specific services requested by entrepreneurs.</li> <li>• Level of quality of services offered remains high (even once BDS providers operate independently) to assure that business plans developed will be bankable.</li> </ul> <p>General:</p> <ul style="list-style-type: none"> <li>• Cooperation with Associations, NGOs, and other projects is effective</li> </ul>	
Plan for data acquisition by Mali Finance	
<p><b>Data collection method:</b> Partner organizations (BDS providers, consultants, NGOs, etc.) will provide results information. A summary will be provided of new agribusiness loans granted during the reporting period in project's targeted areas. A data collection form will be developed for partner organizations to facilitate data collection.</p> <p><b>Data Source (s):</b> Individuals, BDS providers, consultants, banks and partner organizations/NGOs reports and data collection forms</p> <p><b>Frequency/Timing of data acquisition:</b> Quarterly</p>	

**Estimated cost of Data acquisition:** A quarterly data collection and analysis is estimated at \$1000  
**Responsible individuals:** BDS team and M&E Specialist

**Data Quality Issues**

**Known data limitations and significance (if any):** We rely in part on our BDS providers and NGO partners to deliver the information. BDS providers could provide us with impressive numbers that would make them look good as a way for them to assure continued collaboration with Mali Finance.

**Actions taken or planned to address data limitations:** Mali Finance M&E specialist will conduct a sample quality check of data collected from the different sources.

**Plan for data analysis, review and reporting**

**Data Analysis:** Mali Finance team will collect and compile data for analysis by the M&E specialist. Processed data will be shared with staff, partners and USAID.

**Reporting of data:** Quarterly and Annual Performance Reports submitted to USAID

**Other notes**

**Notes on baselines/targets:** Baseline will be collected from individuals, BDS providers and partner organizations through interviews, reports and data collection forms. Baseline for this indicator is set at zero (0), based on the fact that starting 2004 the project will only be measuring loans granted through direct or indirect assistance of Mali Finance. At the beginning of the project, no such activity existed, therefore justifying this baseline.

Anticipated targets derive from our analysis, using the best information available of the Malian financial environment. Targets for this indicator specifically include:

1. the loans granted through the technical assistance of our BDS providers ;
2. the loans granted through the technical assistance of NGO or consulting firms assisted by the project ;
3. the loans granted through collaboration strategies with PRODEPAM and/or TradeMali.

Very few loans were granted during 2004. This is a result of the fact that during FY 2004 TradeMali was organizing the sectors and PRODEPAM just started project implementation. We therefore relied on BDS providers and NGOs for activity implementation and results, as Mali Finance had already started the training of BDS providers and agro-entrepreneurs.

For 2005, the target is based on projections made through interviews with our BDS providers and the activity plans for the TradeMali and PRODEPAM projects. TradeMali requested assistance on some specific important cases; however in terms of numbers, few clients received loans as a result of assistance by Mali Finance. PRODEPAM did not have their NGOs on the ground soon enough to be able to finance the agricultural 2005-2006 campaign. For subsequent years, we increased the targeted number by past experiences of our BDS providers and partner NGOs. Major growth is expected to come with the expansion of PRODEPAM activities and increased collaboration.

**Location of data storage:** Electronic copies (spreadsheets and the likes) are kept on the server, which are backed up on CDroms and tapes.

**Performance Indicator Values**

Year	Actual (cum)	Actual (absolute)	Target
Baseline	0	-	-
2004	9	9	9
2005	17	8	17
2006			56
2007			95

Last updated - April, 2006

<b>Mali Finance Performance Indicator Reference Sheet</b>	
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>
<b>IR3</b>	<b>Access to finance increased in targeted areas</b>
<b>Ind. 3.b</b>	<b>Number of loans provided to agro-entrepreneurs and producer organizations accessing credit through partner MFIs</b>
<b>Description</b>	
<p><b>Precise Definition:</b> Change in the number of loans provided to agro-entrepreneurs and producer organizations through partner Micro Finance Institutions (MFI) in targeted areas. Beneficiaries also included women associations, (CBNRM) village associations and agricultural cooperatives which are considered project beneficiaries for TradeMali and PRODEPAM. The definition includes also new entrepreneurs receiving loans relating to institutional strengthening and trainings done by Mali Finance to its partner MFIs. All the loans to project beneficiaries relating to income generating activities will be counted, however beneficiaries receiving loans based on a salary will be excluded from this indicator. Not all loan beneficiaries counted as results under this indicator will receive technical assistance from TradeMali or PRODEPAM. A number of agro-entrepreneurs will have received direct assistance from credit agents who have been trained by Mali Finance as part of its institutional capacity building efforts for financial institutions since the start of the project.</p> <p><b>Unit of Measure:</b> Number (cumulative)</p> <p><b>Disaggregated by:</b> Region, gender, and MFIs.</p> <p><b>Justification/Management Utility:</b> An increase in the number of loans granted to agro-entrepreneurs and organizations through active intervention of Mali Finance (directly or through partner projects and their NGOs or BDS providers) is a direct measure of increased access to financial services in the project's targeted areas and also the improved ability of entrepreneurs and organizations to develop new business relationships with MFIs.</p> <p>Linking agro-entrepreneurs, producer organizations, associations, and NGOs with MFIs will increase the client base for MFIs. This will in turn increase outreach and therefore strengthen their operations. Increased access to finance will permit an increase in income generating activities and thus augment revenues to entrepreneurs throughout the country.</p> <p><b>Critical Assumptions:</b> 1. Cooperation with Associations, NGOs, and other projects is effective; 2. MFIs are willing to invest in short, medium and long term agricultural loans and have the credit lines necessary to do so.</p>	
<b>Plan for data acquisition by Mali Finance</b>	
<p><b>Data collection method:</b> Organizations, entrepreneurs and associations will complete data collection forms. Partner projects and their NGO representatives will provide completed forms or reports. Partner MFIs will provide a completed summary form of all the entrepreneurs that had received loans because of all Mali Finance's training. Partner MFIs will provide a summary of their outstanding loan portfolio for new loans relating to new products developed with Mali Finance using their internal systems.</p> <p><b>Data Source (s):</b> Entrepreneurs, associations, NGOs and partner MFIs</p> <p><b>Frequency/Timing of data acquisition:</b> Quarterly</p> <p><b>Estimated cost of Data acquisition:</b> A quarterly data collection and analysis is estimated at \$1000</p> <p><b>Responsible individuals:</b> Micro finance team Monitoring and Evaluation Specialist</p>	
<b>Data Quality Issues</b>	
<p><b>Known data limitations and significance (if any):</b> There is the possibility that associations or individual entrepreneurs do not report to Mali Finance after getting their loan due to time and distance constraints. There is also the problem of poor management information system (MIS) in place in some MFIs.</p> <p><b>Actions taken or planned to address data limitations:</b> Mali Finance will ask the federated organization for MFIs to help reinforce partnership and good communication by MFIs to Mali Finance. Whenever possible, cross checking with MFIs will enable the project to reduce data limitations. Mali Finance will provide assistance to those MFIs that need to improve their MIS (if possible) and/or will do some data quality checks based samples taken in the field.</p>	
<b>Plan for data analysis, review and reporting</b>	
<p><b>Data Analysis:</b> Mali Finance team will collect and compile data for analysis by the M&amp;E specialist. Processed data will be shared with staff, partners and USAID.</p> <p><b>Reporting of data:</b> Quarterly and annual performance reports submitted to USAID.</p>	
<b>Other notes</b>	
<p><b>Notes on baseline/targets:</b> Baseline for this indicator is set to zero based on the fact that the project is measuring entrepreneurs receiving loans due to assistance from Mali Finance. The project is measuring its results based on direct assistance for the first time; therefore the baseline should be set at zero (0).</p> <p>Target values indicate the desired achievements of project interventions. The anticipated numbers were derived from our analysis, using the best information available. Targets for this indicator include multiple factors:</p> <ol style="list-style-type: none"> <li>1. the number of entrepreneurs accessing loans from MFIs with the technical assistance of NGO or consultants supported by the</li> </ol>	

- project;
2. the number of entrepreneurs accessing loans from MFIs through a MOU signed between a project, an APEX association (like a Federation or a professional association of microfinance) and Mali Finance;
  3. the number of entrepreneurs accessing loans from MFIs that received training from their credit field agents (basic accounting, agricultural risk analysis and or short and mid term credit analysis). To count these results, partner MFIs will be requested to fill out a form and provide details on these larger more important entrepreneurs that received loans;
  4. the number of entrepreneurs accessing to loans from MFIs through TradeMali (mostly for the CSV program, femmes commercantes, potato coops) or PRODEPAM (mostly for the pedal pump);
  5. the number of entrepreneurs accessing mid term loans through a partner MFIs - Mali Finance works in partnership with MFIs to develop a financial product for mid term credit.

New partners that will contribute to this indicator are FCRMD (ON zone) and the Wouri Kidal, Ansongo and Gao microfinance institutions. During the 2006 reporting year targets will be developed for these institutions to be added to the existing total targets for this indicator.

**Location of data storage:** Electronic copies (spreadsheets and the likes) are kept on the server and are backed up on CDroms and tapes.

**Other notes:** The project will also collect data of partner MFIs on an annual basis. Their activity report for their fiscal year, which becomes available around June of each year after their annual members meeting, will be used by the project to measure the impact of the project on the partner's MFIs.

Performance Indicator Values			
Year	Actual (cum)	Actual (absolute)	Target
Baseline	0	-	-
2004	203	203	203
2005	792	589	494
2006			926
2007			1 647
Last updated - April, 2006			

Performance Indicator Reference Sheet	
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>
<b>IR3</b>	<b>Access to finance increased in targeted areas</b>
<b>Sub-IR 3.1</b>	<b>Increased access to financial services</b>
<b>Ind. 3.1a</b>	<b>Amount of loans for selected agricultural commodities</b>
<b>Description</b>	
<p><b>Precise Definition:</b> The amount of loans for selected agricultural products represents the value of the loans obtained by project beneficiaries with banks or micro finance institutions. The beneficiaries of these loans are those agro-entrepreneurs, cooperatives, producer organizations, and women associations TradeMali and PRODEPAM work with in their agricultural production and marketing activities within the different agricultural value chains. The selected commodities will therefore represent those products (rice, potatoes, anis/cumin, camel cheese, other vegetables etc.) also targeted by TradeMali and PRODEPAM. In addition, Mali finance has a number of on going loan application submission that relate to SME business plan submissions and investment projects. The disbursement of these loans, which relate to the agricultural sector as well, will be added to this indicator under ‘other’ agricultural commodities (examples are loans for SOMAFEM carton packaging, animal feed and diary processing activities).</p> <p><b>Unit of Measure:</b> Amount expressed in Fcfa (and US\$)</p> <p><b>Disaggregated by:</b> agricultural commodity (value chain) or ‘other’, gender, region, financial institution (bank/MFI)</p> <p><b>Justification/Management Utility:</b> Loans, provided by either banks or MFIs, might be used for production inputs (seeds, fertilizer, etc.), equipment, storage and marketing purposes, irrigation infrastructures, general enterprise management, etc. within each agricultural value chain. The volume obtained will most likely depend on the viability of the activity for which the loan will be use, as well as the personal capital/assets (guarantee), the expected revenues, and the credit history of the loan beneficiary. All three projects will be involved in aiding in developing a sound loan requests that responds to the needs and management capacity of the projects’ beneficiaries.</p> <p><b>Critical Assumptions:</b> The TradeMali and PRODEPAM projects can guarantee an increase in productivity/production and marketing leading to an increase in revenue for their beneficiaries in order to justify the success and guarantee for repayment of the loan to the financial institutions.</p>	
<b>Plan for data acquisition by Mali Finance</b>	
<p><b>Data collection method:</b> Mali Finance and its BDS partners, and TradeMali will combine their efforts for data collection as most of the results for this indicator relate to the activities with the CSV program, commercial women’s associations, and potato cooperatives on which the two projects have closely collaborated in the past. Additional efforts will be work out with PRODEPAM to monitor loan activities for their producer groups. Standard data collection sheets will be used that include information on this indicator, as well as Ind. 3.1b (loans repayment rate) for selected commodities.</p> <p><b>Data Source (s):</b> Mali Finance, TradeMali and PRODEPAM in collaboration with program beneficiaries, BDS providers</p> <p><b>Frequency/Timing of data acquisition:</b> Quarterly, to be included in project reporting</p> <p><b>Estimated cost of Data acquisition:</b> Limited - will be part of ongoing monitoring and recording of beneficiary activities in collaboration with TradeMali and PRODEPAM.</p> <p><b>Responsible individuals:</b> Project field staff (in collaboration with TradeMali and PRODEPAM) and M&amp;E specialist(s)</p>	
<b>Data Quality Issues</b>	
<p><b>Known data limitations and significance (if any):</b> None that are significant – credit dossiers are kept in file at the financial institutions in addition to the data that will be collected by the projects, which should facilitate tracing the amounts of loans.</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>	
<b>Plan for data analysis, review and reporting</b>	
<p><b>Data Analysis:</b> Mali Finance team will collect and compile data for analysis by the M&amp;E specialist. Processed data will be shared with staff, partners and USAID.</p> <p><b>Reporting of data:</b> Quarterly and annual performance reports submitted to USAID.</p>	
<b>Other notes</b>	
<p><b>Notes on baselines/targets:</b> TradeMali has started collecting data for selected commodities since the first year of project implementation, before that, no data was gathered and available on loans per commodity. With the expansion of activities, the inclusion of additional commodities and outreach to other regions the amount of loans has significantly expanded over the year and so have the targets. The existing information on the loan facilitation PRODEPAM has been able to achieve and/or has suggested for the coming years is added to TradeMali information. This process allowed us to provide an overview for the achievements achieved by the combined efforts of the three projects so far. As this is a new indicator for Mali Finance, targets were not set for past year, even though results were achieved. PRODEPAM estimated the credit needs for irrigation (land rehabilitation) and inputs/equipments of their producers associations. We took 50 % of all irrigation credit needs and 100 % of all inputs/equipment credit needs to develop the targets Using the combined sources of projection information as a base for our activity planning and of loan applications in the pipeline, enabled us to establishe targets for the next 15 months.</p>	

**Location of data storage:** Over the past few years, most data relating to this indicator has been tracked by TradeMali and is stored in their project M&E files. With the co-location of the Chemonics project offices, all data will be available at the Mali Finance/TradeMali office, and copies will be made available at M&E files for both projects. Electronic copies (spreadsheets and the likes) are kept on the server and are backed up on CDroms and tapes.

<b>Performance Indicator Values (in FCFA)</b>			
<b>Year</b>	<b>Actual (cum)</b>	<b>Actual (absolute)</b>	<b>Target</b>
Baseline	0	0	-
Season 2003/2004	197,071,400	197,071,400	-
Season 2004/2005	475,546,500	672,627,950	-
Season 2005/2006			2,162,620,269
Season 2005/2007			3,662,620,268
Last updated - April, 2006			

Performance Indicator Reference Sheet		
<b>SO</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>	
<b>IR3</b>	<b>Access to finance increased in targeted areas</b>	
<b>Sub-IR3.1</b>	<b>Increased access to financial services</b>	
<b>Ind. 3.1b</b>	<b>Loan repayment rates for selected agricultural commodities</b>	
<b>Description</b>		
<p><b>Precise Definition:</b> The repayment rate is the ratio between the amounts of loan received against amounts repaid. This indicator is the good measure of the profitability of an activity and relevant to all of the project's targeted value chains. Repayment rates will only be reported for rice as part of the CSV and commercial women's groups activities, potatoes, anis and cumin, camel cheese and pilot commodities for which activities are implemented in collaboration with TradeMali and PRODEPAM and possibly 'other' commodities as defined under Ind. 3.1a. which are part of Mali Finance ongoing efforts and technical assistance in facilitating access to finance.</p> <p><b>Unit of Measure:</b> %</p> <p><b>Disaggregated by:</b> gender, region and agricultural commodity (value chain)</p> <p><b>Justification/Management Utility:</b> The loans granted by financial institutions are reimbursable according to fixed installments to which an interest rate is added. All three projects will provide support to motivate the loan beneficiaries to repay their loan and maintain good credit history to increase the likelihood for obtaining additional loans in the future.</p> <p><b>Critical Assumptions:</b> Sources of financing are available, marketing season is profitable and borrower's financial management systems are put in place. TradeMali and PRODEPAM projects should guarantee an increase in productivity/production and marketing leading to an increase in revenue for their beneficiaries in order to justify the success and guarantee for repayment of the loan to the financial institutions.</p>		
<b>Plan for data acquisition by Mali Finance</b>		
<p><b>Data collection method:</b> Mali Finance and TradeMali will combine their efforts for data collection as most of the results for this indicator relate to the activities with the CSV program, commercial women's associations, and potato cooperatives on which the two projects have closely collaborated in the past. Additional efforts will be work out with PRODEPAM to monitor loan activities for their producer groups. Standard data collection sheets will be used that include information on this indicator, as well as Ind. 3.1a (amount of loans) for selected commodities.</p> <p><b>Data Source (s):</b> Mali Finance, TradeMali and PRODEPAM in collaboration with program beneficiaries</p> <p><b>Frequency/Timing of data acquisition:</b> Quarterly, to be included in project reporting</p> <p><b>Estimated cost of Data acquisition:</b> Limited - will be part of ongoing monitoring and recording of beneficiary activities in collaboration with TradeMali and PRODEPAM.</p> <p><b>Responsible individuals:</b> Project field staff (in collaboration with TradeMali and PRODEPAM) and M&amp;E specialist(s)</p>		
<b>Data Quality Issues</b>		
<p><b>Known data limitations and significance (if any):</b> None that are significant – credit dossiers are kept in file at the financial institutions in addition to the data that will be collected by the projects, which should facilitate tracing repayments</p> <p><b>Actions taken or planned to address data limitations:</b> -</p>		
<b>Plan for data analysis, review and reporting</b>		
<p><b>Data Analysis:</b> Mali Finance team will collect and compile data for analysis by the M&amp;E specialist. Processed data will be shared with staff, partners and USAID.</p> <p><b>Reporting of data:</b> Quarterly and annual performance reports submitted to USAID.</p>		
<b>Other notes</b>		
<p><b>Notes on baselines/targets:</b> TradeMali has started collecting data for selected commodities since the first year of project implementation, before that, no data was gathered and available on loans per commodity. PRODEPAM did an estimate of the credit needs for irrigation (land rehabilitation) and inputs/equipments of their producers associations. We took 50 % of all irrigation credit needs and 100 % of all inputs/equipment credit needs to built the targets. With the expansion of activities, the inclusion of additional commodities and outreach to other regions the amount of loans has significantly expanded over the year and so have the targets.</p> <p><b>Location of data storage:</b> Over the past few years, most data relating to this indicator has been tracked by TradeMali and is stored in their project M&amp;E files. With the co-location of the Chemonics project offices, all data will be available at the Mali Finance/TradeMali office, and copies will be made available at M&amp;E files for both projects. Electronic copies (spreadsheets and the likes) are kept on the server and are backed up on CDroms and tapes.</p>		
<b>Performance Indicator Values</b>		
<b>Year</b>	<b>Actual</b>	<b>Target</b>
Baseline	-	-

Season 2003-2004	100%	95%
Season 2004-2005	72%	95%
Season 2005-2006		95%
Season 2006-2007		95%
Last updated - April, 2006		

<b>Mali Finance Performance Indicator Reference Sheet</b>	
<b>SO:</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>
<b>IR3</b>	<b>Access to finance increased in targeted areas</b>
<b>Sub-IR 3.2 Reinforced beneficiary capacity</b>	
<b>Ind. 3.2a Capacity of the GRM to promote investment opportunities</b>	
Description	
<b>Precise Definition:</b> Level of capacity of the Government of Mali to promote investment opportunities through a new investment promotion agency (IPA). Mali Finance will support the Government in putting in place this new agency and develop activities that support and increase the capacity of the Government in investment promotion. This new agency will provide a favorable and enabling environment for local and international projects and companies to invest in Mali. Interventions will be implemented in close collaboration with MIGA/World Bank.	
<b>Unit of Measure:</b> The change in level of capacity will be measured through milestones achieved. These milestones represent different interventions implemented by Mali Finance over time that would lead to an increase in capacity of the newly proposed Government structure if adopted and used appropriately. Interventions related a variety of aspects such as corporate structure, general image, publications and website, development of investment services, etc. Milestones reflecting the level of capacity of the GRM will be achieved on an annual basis and contain multiple interventions to be achieved and implemented. Please refer the Investment Promotion Intervention Table at bottom of this indicator reference sheet for an overview of the Milestones to be achieved over time and the level of effort assigned to each intervention.	
<b>Disaggregated by:</b> n/a	
<b>Justification/Management Utility:</b> Strengthened capacity of the Government of Mali investment promotion structure contributes to the increase and growth of local and international investments opportunities in Mali. This new structure will serve as an Investment Promotion Agency, comparable to those that already exist elsewhere. The role of this agency is present an attractive investment environment and facilitate the establishment of national and international investors in Mali. An increase in the capacity of the Government of Mali to promote investment attracts potential investors to the country. Mali becomes a good destination in West Africa for foreign investors.	
<b>Critical Assumptions:</b> <ul style="list-style-type: none"> <li>• The law and decree are adopted and approved by the Cabinet of Ministries and the National Assembly, which allows for the actual creation of an IPA.</li> <li>• The Government of Mali is collaborative, willing to take initiative and the lead, and is truly interested in buying in to getting this new investment promotion center in place and functional.</li> <li>• The political climate will continue to be favorable and allow for improvement of access to investment credit.</li> <li>• The economic liberalization and promotion of the private sector will continue to be pursued to allow for change in the investment environment.</li> </ul>	
Plan for data acquisition by Mali Finance	
<b>Data collection method:</b> Data will be collected by Mali Finance based on the interventions implemented and the achievement of milestones. The GRM should provide reports on different steps taken in making the new investment promotion center becoming functional and operational. Tracking of interventions as outlined in the 'Unit of Measure' section will be done by Mali Finance in collaboration with other partners involved in this activity – MIGA, World Bank and the GRM.	
<b>Data Source (s):</b> GRM, MIGA, World Bank, Mali Finance	
<b>Frequency/Timing of data acquisition:</b> Annually	
<b>Estimated cost of Data acquisition:</b> Costs are limited as reporting is part of the ongoing activity tracking based on the milestones developed for this indicator.	
<b>Responsible individuals:</b> Investment team and Monitoring and Evaluation Specialist	
Data Quality Issues	
<b>Known data limitations and significance (if any):</b> n/a	
<b>Actions taken or planned to address data limitations:</b> n/a	
Plan for data analysis, review and reporting	
<b>Data Analysis:</b> M&E specialist will analyze data based collected by the technical staff and provided through partners and the GRM based on the milestones to be achieved.	
<b>Reporting of data:</b> Annual Performance Report submitted to USAID	

### Other notes

**Notes on baseline/targets:** The baseline for this indicator is set at zero (0) as the activity commenced with the start of this project and no specific activities were undertaken by USAID projects in the past that could be build upon. As this indicator is new and no specific interventions were undertaken towards its achievement in the past, results can not be provided for 2004, and will become available for 2005 and future years.

Targets set for this indicator will be linked to Milestones to be achieved over time. The milestones represent multiple project interventions that would lead the GRM to become more capable in developing investment promotion opportunities in Mali. Milestones will be measured on an annual basis.

The Investment Promotion Intervention Table provides all the details of the different inventions planned for each fiscal year with the expected level of effort. The total level of effort for each milestone, and thus for each year, should be 100%. Please note that activities related to regulatory and legal reforms for the creation of the new IPA are included under Ind. IR3.2c and will not be discussed here.

### Investment Promotion Agency Intervention Table

	TARGET DATE	LEVEL OF EFFORT	ACHIEVEMENT LEVEL
<b>MILESTONE 1 – INITIAL DEVELOPMENT PHASE – AUGUST 2005</b>			
<b>(A) ORGANIZE AND FACILITATE THE TWO REGIONAL WORKSHOPS FOR THE INVESTORS IDENTIFICATION STUDY IN BAMAKO AND MOPTI</b>	<b>NOV. 2004</b>	<b>15%</b>	<b>15%</b>
<b>(B) SUPPORT THE MINISTRY IN THE ORGANIZATION OF A WORKSHOP FOR THE VALIDATION OF THE STUDY ON THE CREATION OF A NEW INVESTMENT PROMOTION AGENCY</b>	<b>MARCH 2005</b>	<b>10%</b>	<b>25%</b>
<b>(C) PRELIMINARY DISCUSSION WITH THE MINISTRY OF INVESTMENT ON THE ORGANIZATION OF A STAKEHOLDER FORUM</b>	<b>APRIL 2005</b>	<b>5%</b>	<b>30%</b>
<b>(D) FACILITATE MEETINGS WITH MIGA, WORLD BANK, CNPI, AZI AND THE MIN. OF INVESTMENT AND ASSURE FOLLOW UP</b>	<b>MAY 2005</b>	<b>10%</b>	<b>40%</b>
<b>(E) ASSIST IN THE DEVELOPMENT OF A DRAFT BUDGET AND ACTIVITY SCHEDULE FOR NEXT STEPS TO BE UNDERTAKEN IN THE CREATION OF THE IPA</b>	<b>MAY 2005</b>	<b>10%</b>	<b>50%</b>
<b>(F) TRANSLATE AND DISTRIBUTE THE AIDE MEMOIRE ON MEETINGS HELD WITH ALL STAKEHOLDERS DURING MIGAS VISIT</b>	<b>MAY 2005</b>	<b>5%</b>	<b>55%</b>
<b>(G) FINALIZATION OF THE STUDY ON IDENTIFICATION OF INVESTORS IN THE AGRO-INDUSTRY IN MALI AND SUBMISSION TO USAID, MIGA AND MINISTRY</b>	<b>JUNE 2005</b>	<b>10%</b>	<b>65%</b>
<b>(H) IDENTIFICATION OF TASKS/NEXT STEPS TO BE UNDERTAKEN BY THE MINISTRY AND THE DEVELOPMENT OF A CHRONOGRAM OF ACTIVITIES THAT LEAD TO THE ACTUAL CREATION OF MALI INVEST.</b>	<b>JULY 2005</b>	<b>10%</b>	<b>75%</b>
<b>(I) START UP AND ASSIST IN THE INFORMATION GATHERING ON THE INVESTMENT CLIMATE IN MALI (THIS WILL BE AN ONGOING ACTIVITY THAT CONTINUES BEYOND AUGUST 2005)</b>	<b>AUGUST 2005</b>	<b>25%</b>	<b>100%</b>

<b>MILESTONE 2 – IPA DEVELOPMENT PHASE – END OF MAY 2006</b>			
<b>(A) CONTRIBUTE TO THE ORGANIZATION OF A FORUM – EXCHANGE INFORMATION WILL ALLOW STAKEHOLDERS TO BETTER UNDERSTAND OPPORTUNITIES AND THE INVESTMENT ENVIRONMENT IN MALI</b>	<b>NOV. 2005</b>	<b>10%</b>	<b>10%</b>
<b>(B) DISSEMINATE THE USAID/MIGA BENCHMARKING STUDY. (VALIDATION AND SECTOR COMPONENTS OF THE BENCHMARKING STUDY TRANSLATED IN FRENCH, ETC.)</b>	<b>DEC 2005 – MAY 2006</b>	<b>25%</b>	<b>35%</b>
<b>(C) FACILITATE THE SELECTION OF TEAM MEMBERS RESPONSIBLE FOR THE START UP OF THE NEW IPA</b>	<b>NOV 2005 – MAY 2006</b>	<b>10%</b>	<b>45%</b>
<b>(D) ASSIST THE GRM IN A SITE SELECTION FOR THE NEW IPA OFFICE LOCATION, AND OR ASSIST FOR THE BUDGET OF RENOVATION COSTS</b>	<b>APRIL 2006</b>	<b>15%</b>	<b>60%</b>
<b>(E) SUPPORT THE NEW IPA IN THE RECRUITMENT OF PROFESSIONAL PERSONNEL</b>	<b>NOV 2005 - MAY 2006</b>	<b>15%</b>	<b>75%</b>
<b>(F) ASSIST IN THE DEVELOPMENT OF THE IPAS BUSINESS PLAN (THIS INTERVENTION WILL BE DEVELOPED IN COLLABORATION WITH MIGA)</b>	<b>APRIL 2006</b>	<b>25%</b>	<b>100%</b>
<b>MILESTONE 3 – IPA INSTALLATION PHASE – JUNE 2006 TO AUGUST 2007</b>			
<b>(A) PROCURE AND ASSIST IN INSTALLATION OF THE COMPUTERS, NETWORKS, PRINTERS AND PHOTOCOPIER FOR THE NEW IPA</b>	<b>JUNE.2006- JULY 2006</b>	<b>15%</b>	<b>15%</b>
<b>(B) PROCURE AND ASSIST IN THE IMPLEMENTATION OF THE TRACKING INVESTMENT SOFTWARE OF MIGA (THE INVESTORS MONITORING SYSTEM)</b>	<b>AUGUST- SEPT 2006</b>	<b>10%</b>	<b>25%</b>
<b>(C) PROCURE AND ASSIST IN INSTALLATION OF THE EQUIPMENT AND SOFTWARE FOR DEVELOPMENT OF A WEBSITE</b>	<b>AUGUST- SEPT 2006</b>	<b>10%</b>	<b>35%</b>
<b>(D) ORGANIZE AND FACILITATE THE TRAINING ON THE INVESTORS' MONITORING SYSTEM. TO BE DONE WITH MIGA.</b>	<b>SEPTEMBER 2006</b>	<b>10%</b>	<b>45%</b>
<b>(E) FACILITATE THE LAUNCH OF THE NEW API MALI WEBSITE</b>	<b>SEPT. 2006</b>	<b>5%</b>	<b>50%</b>
<b>(F) ASSIST IN THE DEVELOPMENT OF THE IPAS OPERATIONAL PROCEDURES GUIDE (ADMIN, FINANCE, ACCOUNTING, PERSONNEL, ETC.) (THIS INTERVENTION WILL BE DEVELOPED IN COLLABORATION WITH MIGA)</b>	<b>SEPT. 2006</b>	<b>10%</b>	<b>60%</b>
<b>(G) IMPLEMENT A TRAINING ON BASIC INVESTMENT PROMOTION PRINCIPLES FOR STAFF</b>	<b>OCT. 2006</b>	<b>10%</b>	<b>70%</b>
<b>(H) PROVIDE A PORTFOLIO OF POTENTIAL INVESTMENT PROJECTS AND PROMOTERS IN MALI</b>	<b>NOV. 2006</b>	<b>5%</b>	<b>75%</b>
<b>(I) ORGANIZE AND FACILITATE THE OFFICIAL</b>	<b>DEC – JAN.</b>	<b>10%</b>	<b>85%</b>

<b>LAUNCH OF THE INVESTMENT PROMOTION AGENCY – API MALI</b>		<b>2006</b>	
<b>(J) PROVIDE TECHNICAL ASSISTANCE AND GUIDANCE FOR THE REALIZATION OF SOME INITIAL INVESTMENT PROJECTS</b>		<b>AUGUST 2007</b>	<b>15% 100%</b>
<b>Location of data storage:</b> All M&E data is filed in hard copies (reports, training manuals and participation list, MOU, training plans and strategy documents, etc.) in the Mali Finance documentation center. Electronic (databases, spreadsheets and the likes) are kept on the server and are backed up on CDroms and tapes.			
<b>Performance Indicator Values</b>			
<b>Year</b>	<b>Actual</b>	<b>Target</b>	<b>Targeted Cumulative Achievement</b>
Baseline	-	-	-
2004	0	-	-
2005	Milestone 1 @ 75%	Milestone 1	25%
2006		Milestone 2 @ 100% Milestone 3 @ 15%	35% (60%)
2007		Milestone 3 @ 100%	40% (100%)
Last updated - April, 2006			

<b>Mali Finance Performance Indicator Reference Sheet</b>	
<b>SO:</b>	<b>Increase productivity and incomes in selected agricultural sub-sectors (SO9)</b>
<b>IR3</b>	<b>Access to finance increased in targeted areas</b>
<b>Sub IR 3.2 Reinforced beneficiary capacity</b>	
<b>Ind. 3.2b</b>	<b>Number of individuals trained in business development services</b>
<b>Description</b>	
<p><b>Precise Definition:</b> Change in the number of individuals trained in business development services by BDS providers, consultants or directly by Mali Finance. Individuals partaking in training session include, but are not limited to, (agro-) entrepreneurs, NGO representatives, bankers, government representatives, Peace Corps volunteers, but also BDS providers and consultants that might receive specific BDS training directly through Mali Finance staff members. The different BDS training sessions and modules offered to individuals include business management and enterprises development spirit, accounting training, All training done through our trained and strengthened BDS providers will be counted. The objective is to increase outreach of BDS services, hereby offering business training to anybody who is interested and who could pass on this information in order to increase the knowledge level among the general population about business and financial services and thus the possibilities and opportunities for business development in Mali.</p> <p><b>Unit of Measure:</b> Number (cumulative)</p> <p><b>Disaggregated by:</b> Region, gender, type of training</p> <p><b>Justification/Management Utility:</b> An increase in the number of individuals trained in business development services will be a direct measure of the strengthened capacity of entrepreneurs and others beneficiaries in Business Development Services. Increased capacity should enable beneficiaries of the BDS training to make better and more informed decisions about business and investment opportunities. As a result the demand for additional financial services could increase and the requests for loan applications, possibly resulting in access to finance, will increase as well. Training in business services will increase the knowledge and desire of the participants to develop and improve their own business. Better trained entrepreneurs will access to finance more easily.</p> <p><b>Critical Assumptions:</b></p> <ul style="list-style-type: none"> <li>• Entrepreneurs understand the importance of investing in financial development services for the success of their business and are willing and capable to pay for those services</li> <li>• BDS providers remain flexible and can adapt to the needs for specific services requested by entrepreneurs.</li> <li>• Level of quality of services offered remains high (even once BDS providers operate independently) to assure that business plans developed will be bankable.</li> </ul>	
<b>Plan for data acquisition by Mali Finance</b>	
<p><b>Data collection method:</b> BDS providers, consultants, Peace Corp volunteers and Mali Finance (through direct involvement) will provide a summary of the training sessions provided. Forms will be developed for BDS providers and consultants to collect data on the type of training provided, time/date of service delivery, follow-up on trainee, and more specific trainee information (gender, training purpose/need, type/domain of enterprise, region, etc.). Trainees can provide additional information if a trainee monitoring/follow up system is put in place whereby the project could regularly follow up with trainees, either directly through BDS providers or consultant, or by the organization through which trainees were referrer (PRODEPAM, TradeMali, Peace Corps, etc.).</p> <p><b>Data Source (s):</b> BDS providers, trainees and partner organizations' reports and data collection forms</p> <p><b>Frequency/Timing of data acquisition:</b> Quarterly</p> <p><b>Responsible individuals:</b> BDS team and M&amp;E Specialist</p>	
<b>Data Quality Issues</b>	
<p><b>Known data limitations and significance (if any):</b> We rely mostly on our BDS providers and consultants to deliver the information. They could provide only promising numbers as results in order to impress Mali Finance in the hope that there will be a continued collaboration.</p> <p><b>Actions taken or planned to address data limitations:</b> Mali Finance M&amp;E specialist will conduct a sample quality checks of data collected from the different sources and ensure through spot checks with enlisted trainees what types of training was provided and when.</p>	
<b>Plan for data analysis, review and reporting</b>	
<p><b>Data Analysis:</b> Mali Finance team will collect and compile data for analysis by the M&amp;E specialist. Processed data will be shared with staff, partners and USAID.</p> <p><b>Reporting of data:</b> Annual Performance Report submitted to USAID</p>	
<b>Other notes</b>	

**Notes on baseline/targets:** Baseline for this indicator is set to zero based on the fact that the project is measuring entrepreneurs receiving training due to assistance of Mali Finance. The project is measuring its results based on direct assistance for the first time, therefore the baseline should be set at zero (0).

The targeted results were derived from available information and the anticipated impacts of planned project activities described in the first year work plan. The project's direct technical assistance in training added up to a total of 240 in 2004. For 2005, the target is based on our direct training and of some training of MicroPlan that a consultant offer to a MFI. For 2006, we will discontinue direct training and we will start to count the training provided by our BDS providers, Peace Corp volunteers, and NGO who use our models for training sessions. By 2008 we expect the total number of training sessions to cumulate to 2,600.

**Location of data storage:** All M&E data are filed in hard copies (forms, contracts, MOU etc) in the Mali Finance documentation center. Electronic copies (databases, spreadsheets and the likes) are kept on the server, which are backed up on CDroms and tapes.

**Other notes:** This indicator differs substantially from Ind. IR3.1a as this indicator only counts the training related to business management. However, Ind. IR 3.1a counts all business services, without training: a) business services related to management: accounting, finance, marketing, production, human resources, etc.; and b) business services related to access to finance.

<b>Performance Indicator Values</b>			
<b>Year</b>	<b>Actual (cum)</b>	<b>Actual (absolute)</b>	<b>Target</b>
Baseline	0	0	-
2004	240	240	240
2005	944	704	905
2006			1,530
2007			2,075
Last updated - April, 2006			