



# SUPPORT TO HAITI'S MICROFINANCE, SMALL AND MEDIUM ENTERPRISES SECTOR (HAITI MSME)

## PERFORMANCE MONITORING PLAN (PMP)

April 2007

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# 1. Introduction

This document describes a comprehensive approach to Support to Haiti's Microfinance, Small, and Medium Enterprises Sector's (Haiti MSME) Performance Monitoring Plan (PMP). The indicators and processes described here are based on DAI's contract with USAID/Haiti which contributes to the Program Element 4.7 Economic Opportunity which follows under the *Program Area 4 Economic Growth*, within USAID's Foreign Assistance Strategy. USAID/Haiti's main objective under Economic Opportunity, is to expand financial market mechanisms and strengthen public and private financial institutions for sustainable economic growth that will lead to increased stabilization. Haiti MSME's project-specific mission is to improve livelihoods in Haiti through increased access to sustainable financial services.

The performance monitoring system is used to compile and track project performance monitoring results, including indicators required by USAID and Congress (such as the Microenterprise Results Reporting). This system captures both quantitative and qualitative information, such as anecdotal experiences, which can be published as Success Stories. The Haiti MSME PMP:

- meets all USAID/Haiti and USAID/Washington reporting needs;
- has value for Haiti MSME staff and USAID in managing and prioritizing project investments;
- has value for Haiti MSME staff and partners, in terms of consolidating and distributing standardized information on the performance of the micro- and rural finance sectors; and
- shares lessons learned on best practice models that can be replicated.

The Haiti MSME PMP is divided into four main sections. Following this introduction is a section on the causal model that shows the relationship between project activities, outputs, outcomes and impact. This section also includes models which illustrate how the Haiti MSME Performance Monitoring Plan feeds into the larger USAID/Haiti Performance Monitoring system. Next is a description of the proposed indicators, including the rationale behind each one and a brief description of how they will be captured and used. The final section deals with management of Haiti MSME performance monitoring.

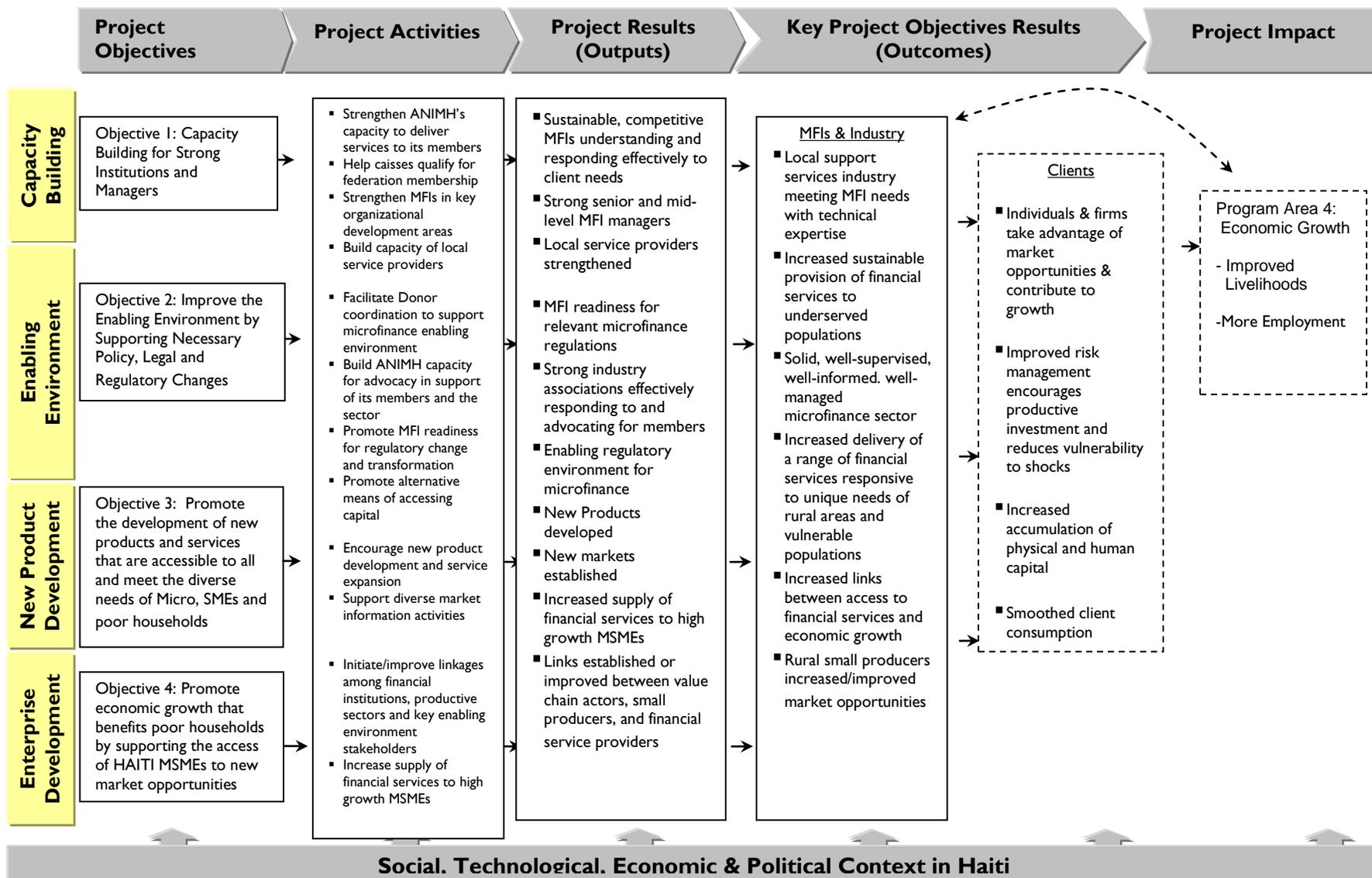
The management and implementation of Haiti MSME's PMP will remain flexible in order to respond to the following factors:

- Haiti's turbulent social, technological, political, and economic context that directly influences the performance of banks, microfinance institutions (MFIs) and other non-bank financial institutions, and their clients.
- Constraints affecting Haitian financial sector's provision of performance information on a timely basis.

## 2. Haiti MSME PMP Framework

The proposed approach to performance monitoring is based on a causal chain that links project activities to USAID/Haiti's Foreign Assistance Strategy cited in the introduction. **Figure 1** shows the relationships between Haiti MSME activities and targeted results.

**Figure - Causal Model from the HAITI MSME Performance Monitoring Framework**



In this causal chain, the four **project objectives** specified in the Haiti MSME contract lead to **project activities**. The **project activities** will produce, in the first instance, **project results (outputs)**, such as strong senior and mid-level managers, new products developed, new markets established, increased supply of financial services to high growth MSMEs, etc.

These outputs, in turn, will lead to positive **key project objectives results (outcomes)** on two levels. At the first level, focused on MFIs and the sector, the impacts include increased volume of products and services that meet clients needs, and a more competitive, well-informed, microfinance sector overall.

From the perspective of clients, improved ongoing access to financial service is a means to an end, the potential positive impacts of which include smoothing household consumption, increased ability to take advantage of productive opportunities, improved risk management, and accumulation of physical and human capital.<sup>1</sup> Assessing impact at this level on an ongoing basis, in any comprehensive way would be quite costly and beyond project resources, and doing so in a limited way would provide suspect or irrelevant results. While recognizing the importance and potential utility of client impact assessment (especially when designed with the dual purpose to also help MFIs better understand client needs), for the PMP we rely on proven experience in microfinance that implies if impact is made at the first level, which entails supporting institutions to greatly expand access to services that meet client needs, client impact will follow.

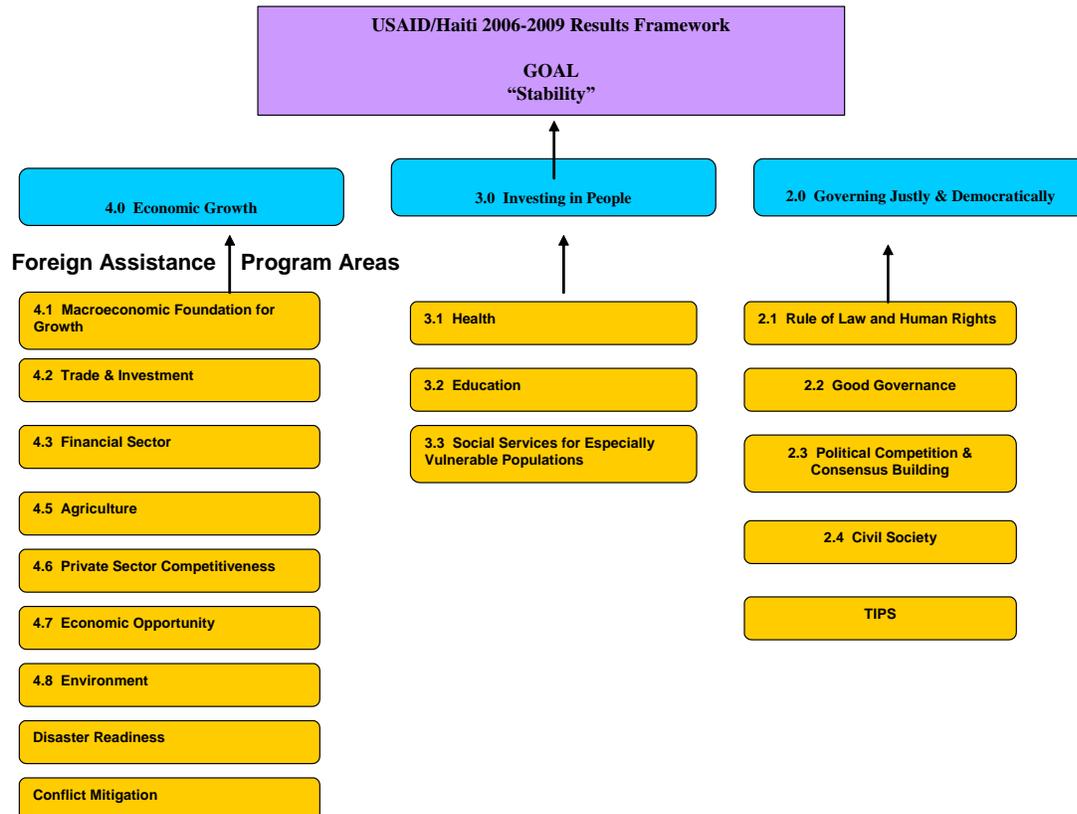
Ultimately, the project outcomes lead to **project impact**. The overall impact of the Haiti MSME project will be increased economic opportunity and improved livelihoods.

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<sup>1</sup> These impacts are well documented, and are assumed in the mission's SO. For an excellent review, see Claudio Gonzalez-Vega "Deepening Rural Financial Markets: Macroeconomic, Policy and Political Dimensions" BASIS Project. USAID. June 2003. If the mission chooses to undertake an impact assessment, we recommend that partner MFIs be consulted throughout the process so that the product is useful for marketing and adjusting products and services. The project may also benefit from the Rural and Agricultural Indicators Tool recently developed under the USAID/BASIS Rural and Agricultural Finance Task Order.

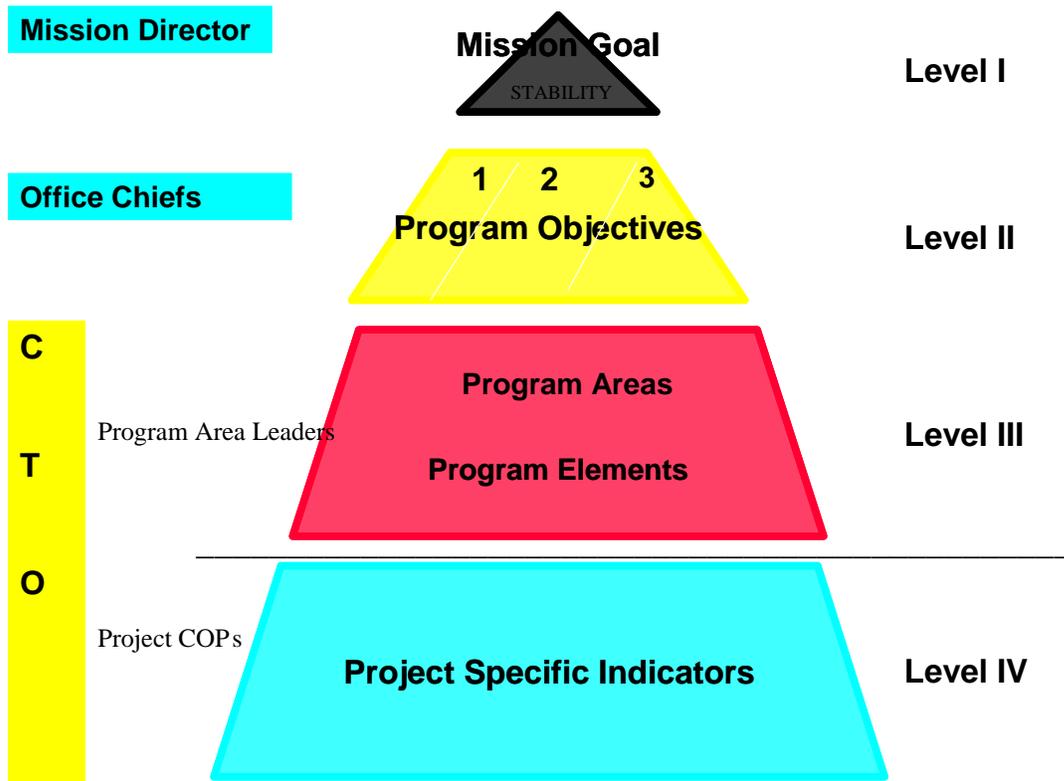
**Figure 2 - USAID/Haiti Results Framework**

This figure maps out USAID/Haiti’s Results Framework. The Haiti MSME project contributes to Program Element 4.7, Economic Opportunity, which contributes to Program Area 4, Economic Growth, which contributes to the larger USAID/Haiti mission level goal of “Stability”.



**Figure 3 - USAID/Haiti Performance Monitoring Levels**

Figure 3 maps the flow of performance monitoring information from the project specific level, through the USAID program office level, into the larger mission level goal of “Stability”.



### 3. Microenterprise Results Reporting

The US Congressional “Microenterprise for Self-Reliance Act” states that half of all USAID microenterprise funding must reach the very poor. Therefore, all USAID-funded programs working in microenterprise must report to USAID on poverty levels of program beneficiaries. Haiti MSME will be responsible for submitting MRR information to USAID, on an annual basis, in coordination with the project’s MFI partners. The Haiti MSME approach to performance monitoring is compliant with USAID/Washington’s Microenterprise Results Reporting (MRR) requirements.<sup>2</sup> Haiti MSME is prepared to adapt the PMP to reflect changes in MRR reporting requirements, and to work with the Association Nationale des Institutions de Microfinance d’Haiti (ANIMH) to utilize USAID’s new poverty measurement tool, should it be rolled out in Haiti during the life of the project.

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<sup>2</sup> Requirements and/or collection questionnaire forms may change, and HAITI MSME may need to slightly adjust some of the indicators.

## 4. Project Indicators

### 4.1 Foreign Assistance “F-Level” Indicators

Within the Foreign Assistance Act for 2007, Haiti MSME contributes to Program Area 4 – Economic Growth, Program Element 4.7 – Economic Opportunity, Program Sub-Element 4.7.1 – Inclusive Financial Markets and Program Sub-Element 4.7.3 – Strengthen Microenterprise Productivity. Haiti MSME will report to USAID/Haiti quarterly and annually on the following Foreign Assistance Indicators under the above mentioned Program Element and sub-Elements.

These indicators are as follows, (and are further defined in Performance Indicator Table 1):

Foreign Assistance “F” Indicator	Narrative Description
<p><b>4.7.1: Inclusive Financial Markets</b></p> <p>Number of Clients at USG-assisted institutions            Number of Women            Number of Men</p> <p>Total Savings Deposits held by USG-assisted microfinance institutions</p> <p>Percent of Portfolio Outstanding at USG assisted microfinance institutions held as poverty loans</p> <p>Number of microfinance institutions supported by USG or financial or technical assistance</p> <p>Percent of USG-assisted microfinance institutions that have reached operational sustainability</p> <p>Percent of USG-assisted microfinance institutions that have reached financial sustainability</p>	<p>This indicator provides a reasonably comprehensive measure of the scale of impact, though clearly not the level of impact (which would require data on impact per beneficiary, which appears not feasible to measure). Other, higher-level indicators such as poverty incidence and income distribution are affected by so many factors outside of this Program Area that including them under this one would be highly misleading.</p> <p>Contrary to widespread perception, safe depository services are valuable to a far greater number of poor households than micro-credit.</p> <p>Provides an especially stringent measure of the extent to which USG-assisted microfinance efforts expand access to credit among the poorest households.</p> <p>Provides a basic measure of the scale of USG efforts to expand access to financial services among the poor and otherwise disadvantaged</p> <p>The ability of USG support to microfinance to achieve continuing impact depends on the ability of the assisted institutions to become sustainable – to cover costs rather than remain dependent on continuing infusions of funds from the USG or other donors. This indicator provides one measure of sustainability. A more challenging measure, full financial sustainability, is equally important but harder to observe because institutions that graduate from assistance are no longer observable without special surveys. Operational sustainability provides an important measure of the movement toward full sustainability. Full financial sustainability means that the institution can continue to grow without further dependence on assistance from the USG or other non-commercial sources.</p>
<p><b>4.7.3: Strengthen Microenterprise Productivity</b></p> <p>Number of microenterprises participating in USG assisted value chains</p>	<p>This indicator measures the total number of microenterprises participating in value chains assisted by USG-supported organizations and activities. The ability to link microenterprises with larger and more elastic markets offers the opportunity for them to derive much greater gains from their productive efforts. Similarly, access to sources of improved productive technology, marketing techniques, or other inputs offers potential for similar</p>

	gains.
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## **4.2 Project-Level Indicators**

The project-level indicators for the Haiti MSME PMP are divided into four categories, corresponding to the primary objectives established in the Haiti MSME Contract Statement of Work:

Objective 1: Capacity Building for Strong Institutions and Managers

Objective 2: Improve the Enabling Environment by Supporting Necessary Policy, Legal and Regulatory Changes

Objective 3: Promote the development of new products and services that are accessible to all and meet the diverse needs of Micro, SMEs and poor households

Objective 4: Promote economic growth that benefits poor households by supporting the access of Haiti MSMEs to new market opportunities

Following is a brief overview of the recommended indicators for each of these project objectives. These indicators are further defined in Performance Indicator Table 2.

### **Objective 1: Capacity Building for Strong Institutions and Managers**

In achieving its objectives under this objective, Haiti MSME will provide technical support and assistance to individual microfinance institutions, microfinance networks, and associations. It will also promote the improvement of local technical capacity by developing, expanding and improving the supply of local service providers available to the sector.

#### ***Microfinance Institutions (Non-Cooperative and Cooperative:***

##### ***Non-Cooperative Microfinance Institutions***

Haiti MSME will report to USAID on performance indicators for the microfinance industry in Haiti. While ANIMH has assumed the industry role of tracking MFI performance through the collection of performance indicator data, Haiti MSME will build ANIMH's capacity to manage this process, checking validity of data reported by MFIs, and assuring that all required data is reported subsequently to USAID.

Haiti MSME also plans to work with a smaller association of microfinance institutions, KNFP (Conseil National de Financement Populaire), and its members on performance monitoring. IF KNFP begins to collect performance data from its members, Haiti MSME will report this data to USAID.

MSME will follow the performance indicator definitions and calculation methods in the SEEP Network's 2005 "Measuring Performance of Microfinance Institutions: A Framework for Reporting, Analysis, and Monitoring". Using these guidelines, Haiti MSME will work with ANIMH, its member microfinance institutions, and USAID to expand and refine the performance indicators currently being collected by ANIMH.

<b>MFI Indicator</b>	<b>Narrative Description</b>
Value of gross loan portfolio outstanding	Measurement of the gross loan portfolio from year to year is a basic measure of asset growth of the institution. Gender disaggregation of the loan portfolio information permits an assessment of the weight of women's businesses in the total loan portfolio.
Portfolio-at-risk >30 days	Portfolio quality is one of the most important regular monitoring devices for an institution, because it indicates the potential for future losses based on the current performance of the loan portfolio. The PAR >30 ratio (Portfolio at risk) allows an institution to define portfolio problems and rectify them in order to avoid complete loan loss. Comparisons can be made across products, branches and even loan officers to help management identify problems.
% of ANIMH institutions reporting performance indicator data on-time (within 6 weeks of close of quarter)	The timely and accurate reporting of portfolio quality data is an important indicator of institutional capacity and transparency.

### ***Cooperative Microfinance Institutions, "Caisses Populaires"***

The *caisses* play a critical role in providing financial services in Haiti, particularly secure savings services in the four most marginalized provinces. Although the *caisses* have achieved remarkable results, they require continued support to attain the institutional development required by the Federation Le Levier. It is important for the *caisses* to become part of the federation in order to access on-going technical assistance and support. Développement International Desjardins (DID), DAI's implementing partner on Haiti MSME, will develop the institutional capacity of the 19 USAID-supported *caisses*.

<b>Caisses Indicator</b>	<b>Narrative Description</b>
Number of caisses populaires who qualify for membership in the Federation Le Levier through USG assistance.	As part of the law regulating operations of caisses populaires in 2002 [Loi du 26 juin 2002 sur les Coopératives d'épargne et de crédit (CEC).], a Federation of caisses was created to which the BRH (Banque de la République d'Haiti) will have delegated authority of inspection of the CEC. Strict qualification criteria have been set for membership in the Federation, as a part of strengthening of the quality standards of the CECs.. The USG supports nineteen caisses by providing technical assistance. This indicator will measure the level of institutional strengthening achieved by the caisses as a result of qualifying for the Federation Le Levier.
Other caisses indicators will be identical to the indicators being collected for MFIs.	DID will collect and submit performance indicators for the caisses on a quarterly basis. Through MSME/DID coordination and technical assistance, the performance monitoring data for the caisse populaires will conform to the indicators for the non-cooperative microfinance institutions.

### ***Local Service Providers***

The Local Service Provider indicator illustrates the level of quality support available to the sector locally. The project's ability to gradually decrease reliance on international specialists for basic microfinance assistance will, in part, define success in building the local support services industry.

<b>LSP Indicator</b>	<b>Narrative Description</b>
<p>Number of trainees participating in ANIMH course offerings (this is also an ANIMH indicator)</p> <p>Number of Haitian local service providers registered to serve the industry</p>	<p>The ANIMH training program will increase the supply of quality technicians and trainers available locally.</p> <p>Monitoring this activity will be focused primarily on the existence of quality providers for areas that Haiti MSME partners most commonly demand and the expansion of the supply. The services demanded over the course of the project may vary, depending upon partner MFIs' evolving needs, and the monitoring will evolve as data on the evolving needs is obtained. It is important to disaggregate further to show those registered LSPs who Haiti MSME works with in order to further develop their skills. Interns are included in this disaggregated category as Haiti MSME will work with all interns to help develop their skills.</p>

### ***Association National des Institutions de Microfinance d'Haiti (ANIMH)***

Despite its progress over the past four years, ANIMH requires further financing, a financial viability plan, and assistance to revise and implement its strategic and business plan. To achieve results in this area, Haiti MSME will: 1) provide direct technical assistance to ANIMH manager and board members in organizational development; 2) develop a coordinated approach with donors to leverage synergies and partnerships and to ensure collaboration when implementing interventions to support ANIMH's institutional development; and 3) work with ANIMH to design and deliver a MFI training and certification program.

<b>ANIMH Indicator</b>	<b>Narrative Description</b>
<p>Number (and type) of ANIMH funding sources:</p> <p>Type of funding sources:</p> <p>Donor: direct and indirect</p> <p>Member</p> <p>Fees for Services: administrative, technical and other.</p>	<p>ANIMH's viability as a network depends in part on its ability to develop financially sustainable operations. This indicator will measure the number and type of sources of income which ANIMH develops, as a good indicator of their ability to become financial viable. Diversification of types of sources and sources of income will look measure ANIMH's ability to diversify is funding base and to develop for fee services which are in demand by its members and the sector.</p>
<p>Number of trainees participating in ANIMH course offerings (this is also an LSP indicator)</p>	<p>The ANIMH training program will increase the supply of quality technicians and trainers available locally.</p>

### **Objective 2: Improve the Enabling Environment by Supporting Necessary Policy, Legal and Regulatory Changes**

Haiti MSME will work with ANIMH and its other donors to help achieve an improved enabling environment, focusing on regulatory and priority policy reforms which are critical to the growth, sustainability and expansion of the sector. Haiti MSME will work largely with ANIMH, but also with KNFP and ANACAPH to assist with the improvement of the regulatory environment for all of the actors in the microfinance sector. In addition, achieving an expanded outreach by microfinance institutions, an outreach which touches a broader target market including the most vulnerable populations, necessitates an expansion and diversification of funding sources for the sector if sustainability is to be achieved. Savings mobilization, the increased use of commercial

bank lending to the sector, the use of structured financial solutions to support specific lending objectives, and access to private debt and equity investment in the sector are alternative sources which could be introduced or expanded in Haiti.

<b>Objective 2 Indicator</b>	<b>Narrative Description</b>
<p>Number of donors providing support of improved enabling environment activities</p> <p>% of progress towards an improved enabling environment by providing the following support:</p> <ul style="list-style-type: none"> <li>• Technical assistance and support to BRH (Banque de la Republique d’Haiti)</li> <li>• Development of ANIMH’s advocacy capacity</li> <li>• Data developed and provided to support key policy decisions</li> </ul>	<p>Increased donor support should facilitate progress towards enabling environment.</p> <p>Interventions to support an improved enabling environment should result in a microfinance law being passed. However, factors outside of the project’s control and/or timing may not be possible within the project lifetime. Nonetheless, activities supporting a future microfinance law will certainly increase the government’s understanding of microfinance and to the sector’s presentation of its needs. This indicator is designed to track progress towards improving the enabling environment for microfinance.</p>

**Objective 3: Promote the development of new products and services that are accessible to all and meet the diverse needs of Micro, SMEs and poor households**

Innovation can be defined as the act of creatively beginning or introducing something new. Innovation will be judged effective if it expands access, and/or creates value for the MFI or clients, or has a positive demonstration effect, leading to copies or adaptations of the innovation. Through the Product Innovation Fund and technical assistance, Haiti MSME will seek to stimulate introduction of technologies, approaches, distribution channels, or other elements that are new to Haiti and improve access to financial services for underserved populations, especially rural clients and vulnerable populations. Potential for innovation also extends into the back office and can include innovative systems, procedures and new institutional arrangements that directly impact performance or client service.

<b>Objective 3 Indicator</b>	<b>Narrative Description</b>
Number of rural clients	Measuring the progression in the number of rural clients will provide a basic measure of how the microfinance sector is progressing in providing coverage to the rural and remote sections of the country, creating thereby improved availability of services to the rural sections which are chronically underserved, as well as improving the geographic diversification in their activities.
Number of points of service	By tracking the number of points of service, the evolution of the dispersion and decentralization of an MFI’s services can be measured.
<p>Number of clients benefiting from new product introductions, disaggregated by:</p> <ul style="list-style-type: none"> <li>• Number of women</li> <li>• Number of men</li> <li>• Rural areas, [including “watershed” zones of Limbe and Montrouis]</li> <li>• Provincial cities, [including Petit Goave, Gonaives, Cap-Haitien, Saint Marc, Les Cayes, Jérémie, Miragoane]</li> <li>• Port-au-Prince</li> </ul>	As new product development activities are intended to reach target populations with relevant financial services, new product track increased outreach by measuring new clients served through new product and points of service with particular emphasis on Haiti MSME target populations. The indicators are disaggregated by gender, region (per ANIMH categorization of Port-au-Prince, provincial cities, rural zones).
Number of new products and innovations successfully launched	By tracking the number of new products and innovations successfully launched, success in product diversification can be measured.

**Objective 4: Promote economic growth that benefits poor households by supporting the access of MSMEs to new market opportunities**

MSMEs are the engine of economic growth and require access to financial services to benefit from market opportunities, expand, and increase employment. Limited supply of financial products and services, weak integration of value chains, and the scarcity of bankable enterprises are key constraints to competitiveness in the agriculture and productive sectors.

<b>Objective 4 Indicator</b>	<b>Narrative Description</b>
New value chain financing solutions introduced	The indicators in this section will track progress in facilitating financial linkages in targeted agricultural and productive value chains, and will measure the dollar value of new financing introduced into targeted value chains. Value chain solutions created under Objective 4 may be considered new products and be captured under Objective 3. However, indicators under objective four are presented separately as they focus not only on financial sector introduction of new finance, but finance that may flow among value chain members. Further, activities, such as support of a DCA mechanism, might not be considered new product development as there may be no new product offered. Instead, risk might be assumed or layed-off in order to increase the flow of finance based on existing value chain relationships.

## Haiti MSME Performance Indicator Table 1: F-Indicators

AAD/F Element	Performance Indicators Macro Impact (MI), Outcome Impact or Program Area Impact (OI) & Output Indicators (O) + Project Specific Indicators (PI)	Unit of Measure	Disaggregated by:	Data Source & Implementing Partner(s)	Baseline Year/Month	Baseline Value	2007 Target	2007 Actual	2008 Target	2008 Actual	2009 Target	2009 Actual
<b>Program Areas Indicator: 4.7 Economic Opportunity</b>												
<b>Result Statement:</b> "Equitable access to essential financial services from diverse providers to low income Haitian families and micro and small scale enterprises/activities increased."												
0.1 "F"	OI: % of portfolio outstanding at USG assisted microfinance institutions held as poverty loans	%	F, M	DAI (ANIMH, KNFP, DID and/or MFIs directly)	Sept 2006	13.7%	15%		17%		20%	
0.2 "F"	O: Total number of microenterprises receiving finance from participating firms in a USG assisted value chains	#	None	DAI (Value chain actors, financial institutions) and/or other USAID program	2006	6	4		6		TBD	
0.3 "PI"	OI: # of USG –branded success stories published	#	National publication <sup>3</sup> and USG publication	DAI (ANIMH, KNFP, DID and/or MFIs directly) & DCA partners	2006	0	2		4		6	
<b>Foreign Assistance Indicators</b>												
<b>Program Element Indicator: 4.7.1 Inclusive Financial Markets</b>												
<b>Result Statement:</b> "Increased capacity of financial institutions to offer diversified financial services to low income Haitian families and micro-scale enterprises/activities."												
4.7.1.1 "PI"	OI: Percentage increase in # of clients at USG-assisted microfinance institutions	%	F,M	DAI (ANIMH, KNFP, DID and/or MFIs directly)	Sept 2006	35% (63% female)	25% (63% female)		30% (64.5% female)		35% (66% female)	
4.7.1.2 "F"	OI: Percentage of USG-assisted microfinance institutions that have reached operational sustainability	%	None	DAI (ANIMH, KNFP, DID and/or MFIs directly)	Sept 2006	57%	61%		62%		63%	
4.7.1.3 "F"	OI: Percentage of USG-assisted microfinance institutions that have reached financial sustainability	%	None	DAI (ANIMH, KNFP, DID and/or MFIs directly)	Sept 2006	49%	50%		51%		53%	
4.7.1.4 "F"	O: Number of clients at USG-assisted microfinance institutions	#	F,M	DAI (ANIMH, KNFP, DID and/or MFIs directly)	Sept 2006	<b>200,322</b> (126,203 women) (74,119 men)	<b>283,318</b> (177,860 women) (105,458 men)		<b>368,314</b> (237,562 women) (130,752 men)		<b>497,224</b> (328,168 women) (169,056 men)	

<sup>3</sup> Haiti MSME project will measure national media coverage and interest in USG supported MSME initiatives.

AAD/F Element	Performance Indicators Macro Impact (MI), Outcome Impact or Program Area Impact (OI) & Output Indicators (O) + Project Specific Indicators (PI)	Unit of Measure	Disaggregated by:	Data Source & Implementing Partner(s)	Baseline Year/Mo nth	Baseline Value	2007 Target	2007 Actual	2008 Target	2008 Actual	2009 Target	2009 Actual
<b>Program Areas Indicator: 4.7 Economic Opportunity</b> <b>Result Statement:</b> "Equitable access to essential financial services from diverse providers to low income Haitian families and micro and small scale enterprises/activities increased."												
4.7.1.5 "F"	O: Total savings deposits held in USG-assisted microfinance institutions	USD	None	DAI (ANIMH, KNFP, DID and/or MFIs directly)	Sept 2006	\$13,173,653	\$14,475,397		\$16,037,490		\$17,703,723	
4.7.1.6 "F"	O: Number of microfinance institutions supported by USG financial or technical assistance	#	None	DAI (DID and/or MFIs directly)	Sept 2006	37	38		39		40	
<b>Program Element Indicator: 4.7.3 Strengthen Microenterprise Productivity</b> <b>Result Statement:</b> "Increased total flow of finances to MSME to be able to benefit from targeted market opportunities."												
4.7.3.1 "F"	O: Total number of microenterprises participating in USG assisted value chains	#	None	DAI (Value chain actors, financial institutions) and/or other USAID programs	N/A	No baseline	N/A		10		15	

## Haiti MSME Performance Indicator Table 2: Project Level Indicators

	Performance Indicators Macro Impact (MI), Outcome Impact or Program Area Impact (OI) & Output Indicators (O) + Project Specific Indicators (PI)	Unit of Measure	Disaggregated by:	Data Source & Implementing Partner(s)	Baselin e Year/M onth	Baseline Value	2007 Target	2007 Actual	2008 Target	2008 Actual	2009 Target	2009 Actual
<b>Project Indicators by Objective</b>												
<b>Result Statement: Objective 1: Capacity building for strong institutions and managers</b>												
1.1	O: Value of gross loan portfolio outstanding	USD	M/F	ANIMH, KNFP, DID and/or MFIs	Sept 2006	\$43,507,999  \$26,539,879 (Female Borrowers)	\$53,892,216  \$33,952,096 (Female Borrowers)		\$65,087,217  \$41,981,255 (Female Borrowers)		\$80,708,149  \$53,267,378 (Female Borrowers)	
1.2	O: Portfolio-at-risk>30 days	%	N/A	ANIMH, KNFP, DID and/or MFIs	Sept 2006	7.77%	7%		6.50%		6%	
1.3	OI: Number of ANIMH funding sources	#	N/A	ANIMH	Dec 2006	4 (USAID, Concern, FOCALC, membership dues)	6		7		8	
1.4	O: Number of trainees participating in ANIMH course offerings	#	M/F	ANIMH	Dec 2006	0	60  (18 female) (42 male)		100  (30 female) (70 male)		200  (60 female) (140 male)	
1.5	O: Number of Haitian local service providers (LSP) registered to serve the industry	#	Registered LSPs  Registered LSPs whose skills are enhanced by project + interns.	Haiti/MSME/ANIMH local service provider database and Haiti/MSME intern program database	Dec 2006	0	100 (Registered LSPs)  30 (Registered LSPs whose skills are enhanced by the project + interns)		130 (Registered LSPs)  40 (Registered LSPs whose skills are enhanced by the project + interns)		145 (Registered LSPs)  50 (Registered LSPs whose skills are enhanced by the project + interns)	
1.6	OI: % of ANIMH microfinance institutions reporting performance indicator data on- time	%	N/A	ANIMH	Sept 2006	27%	35%		40%		45%	
1.7	O: # of caisses populaires who qualify for membership in the Federation Le Levier through USG assistance.	#	N/A	DID	Sept 2006	0	3		5		9	

	Performance Indicators Macro Impact (MI), Outcome Impact or Program Area Impact (OI) & Output Indicators (O) + Project Specific Indicators (PI)	Unit of Measure	Disaggregated by:	Data Source & Implementing Partner(s)	Baselin e Year/M onth	Baseline Value	2007 Target	2007 Actual	2008 Target	2008 Actual	2009 Target	2009 Actual
<b>Result Statement: Objective 2: Improving the enabling environment by supporting necessary policy, legal, and regulatory changes</b>												
2.1	OI: Number of donors providing support of improved enabling environment activities	#	N/A	Donor Coordinating Committee	Sept 2006	2	4		4		5	
2.2	OI: % of progress towards an improved enabling environment	%	N/A	Haiti MSME	Sept 2006	0	20%		60%		100%	
<b>Result Statement: Objective 3: Promote the development of new products and services that are accessible to all and meet the diverse needs of micro, SMEs, and poor households</b>												
3.1	O: Number of rural clients	#	N/A	ANIMH,KNFP,DID and/or MFIs, DCA partners	Sept 2006	105,302	126,362		151,635		181,962	
3.2	O: Number of points of service	#	N/A	ANIMH,KNFP,DID and/or MFIs, DCA partners	Sept 2006	TBD	Target to be determined upon submission of baseline data		Target to be determined upon submission of baseline data		Target to be determined upon submission of baseline data	
3.3	O: Number of clients benefiting from new product introductions	#	M/F, and region (rural areas, [including "watershed" zones of Limbe and Montrouis], provincial cities, [including Petit Goave, Gonaives, Cap-Haitien, Saint Marc, Les Cayes, Jérémie, Miragoane], and Port-au-Prince).	ANIMH,KNFP,DID and/or MFIs, DCA partners		0	<b>600</b> 378 (Women) 222 (Men) 120 (Port-au-Prince) 144 (Provincial Cities) 336 (Rural areas)		<b>677</b> 437 Women 240 (Men) 135 (Port-au-Prince) 146 (Provincial cities) 395 (Rural areas)		<b>780</b> 515 Women 265 (Men) 156 (Port-au-prince) 149 (Provincial Cities) 475 (Rural areas)	
3.4	O: Number of new products and innovations successfully launched	#	N/A	ANIMH,KNFP,DID and/or MFIs, DCA partners		0	7		10		5	
<b>Result Statement: Objective 4: Promote economic growth that benefits poor households by supporting the access of MSMEs to new market opportunities</b>												
4.1	OI: New value chain financing solutions introduced	#	N/A	Value chain actors and financial institutions		0	3		4		5	

## 5. Management of the PMP

The Capacity Building and Impact Coordinator in coordination with the DCOP and COP, is responsible for implementing this plan. The Capacity Building and Impact Coordinator works closely with ANIMH, the subcontractor Developpement International Desjardins (DID), and grantees.

Haiti MSME plans to invite all project partners to regular meetings (the frequency of which will be adjusted to partner preferences) at which Haiti MSME staff will present progress against targets, request feedback on Haiti MSME performance and, on an annual basis, plan sector initiatives for the coming year. This will provide important inputs for Haiti MSME's Annual Workplan.

The backbone of the monitoring and evaluation system is DAI's proprietary TAMIS system, which is uniquely suited to the common information and management needs of development projects. TAMIS integrates work plan management, impact and performance monitoring, and project administration into one easy-to-use information system. TAMIS will be customized to the details of the annual work plans developed for Haiti MSME. In addition to specifying, tracking, and timing resource allocation, TAMIS will compile and sort information pertinent to each task. The key to the efficiency of TAMIS is that all data and information required for implementation and monitoring are entered only once by staff into a single database as part of routine work, eliminating the need for separate monitoring efforts. TAMIS provides up-to-date implementation information that:

- Tracks work plan progress toward agreed upon milestones and implementation, including records of meetings, policy decisions and guidance, assignment of follow-up actions, and schedules for training;
- Tracks Product Innovation Fund grants;
- Monitors performance of participants—MFIs, credit unions, commercial banks and capacity-building grantees—against established performance indicators;
- Monitors achievement of performance indicators used to meet USAID/Haiti's objectives; and
- Generates reports for USAID/Haiti to fulfill US Government's Microenterprise Reporting Requirements.
- Generates reports and documentation required under the F-Process

The performance monitoring and evaluation module is an integral component of TAMIS and will allow continual status updates on progress made on performance milestones and indicators that contribute to USAID/Haiti's objectives. Through the Internet, USAID/Haiti can monitor progress on a regular basis without lengthy and burdensome reporting requirements. Moreover, as the project evolves and participants' information requirements change, further adaptation of the system can be made.

Finally, where appropriate, Haiti MSME project staff will produce and submit to USAID and relevant stakeholders, brief success stories documenting interventions, innovations, expansion where these could be of use in Haiti or elsewhere.

# Annex 1: F Indicators PIRS

<b>AREA: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 0.1: Percentage of portfolio outstanding of USG assisted microfinance institutions held as poverty loans			
<b>DEFINITION:</b> The share of the total outstanding loan portfolio of USG-assisted microfinance institutions that qualifies as “poverty loans” according to the operative definition of this phrase in the period in question. NOTE: The definition of “poverty lending” is currently in translation, from one based on the sized of loan to one based on whether the borrower’s household is estimated to be living on less that \$1/day at Purchasing Power Parity, OR is among the poorest half of the population living below the national poverty line – whichever is higher.			
<b>RATIONALE:</b> Provides an especially stringent measure of the extent to which USG-assisted microfinance efforts expand access to credit among the poorest households.			
<b>UNIT:</b> Percentage of portfolio		<b>DISAGGREGATE BY:</b> None	
<b>TYPE: OUTPUT/OUTCOME</b> Outcome		<b>DIRECTION OF CHANGE:</b> Higher = better	
<b>DATA SOURCE:</b> Implementing partners			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b> Data from MFIs is received a quarter behind			
<b>Actions Taken or Planned to Address Data Limitations:</b> Build on the capacity of the MFIs to provide information on time. A project indicator will measure this issue.			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
<b>2006</b>		<b>13.7%</b>	
<b>2007</b>	<b>15%</b>		
<b>2008</b>	<b>17%</b>		
<b>2009</b>	<b>20%</b>		
<b>2010</b>			
<b>THIS SHEET LAST UPDATED ON: 03/19/2007</b>			

<b>PROGRAM AREA: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 0.2: Total Number of microenterprises receiving finance from participating firms in a USG assisted value chains			
<b>DEFINITION:</b> Measures one specific link in a value chain – access to credit, trade finance, microinsurance, or other financial services from other firms in the value chain. Indicator is the total number of microenterprises in each country receiving any financial services from other participating firms in a USG-assisted value chain.			
<b>RATIONALE</b> This indicator measures one specific, important type of link in a value chain.			
<b>UNIT:</b> Number of microenterprises		<b>DISAGGREGATE BY:</b> None	
<b>TYPE: OUTPUT/OUTCOME</b> Outcome		<b>DIRECTION OF CHANGE:</b> Higher = better	
<b>DATA SOURCE:</b> Implementing partners			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS and other USAID programs			
<b>Method of data acquisition by USAID:</b> Quarterly and annually			
<b>Frequency and timing of data acquisition by USAID:</b> quarterly and annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b>			
<b>Actions Taken or Planned to Address Data Limitations:</b>			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2006		6	
2007	4		
2008	6		
2009	TBD		
2010			
<b>THIS SHEET LAST UPDATED ON: 3/19/2007</b>			

<b>PROGRAM AREA: EG 4.7 Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 0.3: Total number of USG – branded success stories published			
<b>DEFINITION:</b> Number of USG-branded Success Stories that are captured at the local press and/or USG media.			
<b>RATIONALE</b> The numbers of success stories show the impact of the project success and will also measure how successful the USAID branding and marking strategy was implemented.			
<b>UNIT:</b> Number of success stories		<b>DISAGGREGATE BY:</b> National Publication/USG Publication	
<b>TYPE: OUTPUT/OUTCOME</b> Outcome		<b>DIRECTION OF CHANGE:</b> Higher = better	
<b>DATA SOURCE:</b> Implementing partners			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b>			
<b>Actions Taken or Planned to Address Data Limitations:</b>			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
<b>2006</b>	<b>N/A</b>	<b>N/A</b>	
<b>2007</b>	<b>2</b>		
<b>2008</b>	<b>4</b>		
<b>2009</b>	<b>6</b>		
<b>2010</b>			
<b>THIS SHEET LAST UPDATED ON: 03/19/2007</b>			

<b>ELEMENT: EG 4.7.1 – Inclusive Financial Markets</b>			
<b>INDICATOR TITLE:</b> 4.7.1.1: Percentage increase in the number of clients at USG-assisted microfinance institutions			
<b>DEFINITION:</b> Increased in the total number of clients (households and microenterprises) benefiting from financial or non-financial services provided through USG-assisted microenterprise development organizations of all types. Compute by adding the number of borrowers, savers, purchasers of other financial services such as microinsurance, and clients of business development services and value chain activities of all types.			
<b>RATIONALE</b> Of the program interventions included under this Area, microenterprise development represents by far the largest level of effort by USG. This indicator provides a reasonably comprehensive measure of scale impact growth, though clearly not the level of impact (which would require data on impact per beneficiary, which appears not feasible to measure by all MFIs). Other, higher level indicator such as poverty incidence and income distribution are affected by so many factors outside of this program area that including them under this one would be highly misleading.			
<b>UNIT:</b> Percentage		<b>DISAGGREGATE BY:</b> Sex	
<b>TYPE: OUTPUT/OUTCOME</b> Outcome		<b>DIRECTION OF CHANGE:</b> Higher = better	
<b>DATA SOURCE:</b> Implementing partners, MRR			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b> Data from MFIs is received a quarter behind			
<b>Actions Taken or Planned to Address Data Limitations:</b> Build on the capacity of the MFIs to provide information on time. A project indicator will measure this issue.			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2006		35%	
2007	25%		
2008	30%		
2009	35%		
2010			
<b>THIS SHEET LAST UPDATED ON: 03/19/2007</b>			

<b>ELEMENT: EG 4.7.1 – Inclusive Financial Markets</b>			
<b>INDICATOR TITLE:</b> 4.7.1.2: Percentage of USG-assisted microfinance institutions that have reached operational sustainability			
<b>DEFINITION:</b> Shared of USG-assisted MFIs whose revenue from clients in the form of interest payment, fees, and other payments exceeds their cash operating costs (salaries and benefits, rent, utilities, interest paid on borrowed money, etc.) Computed on basis of question in Microenterprise Results Report questionnaire: “Operational Sustainability Percent: (For the past fiscal year, what is the value of (Income + Fees) / (Operating Costs + Cost of Funds)?” The Indicator is the number of MFIs reporting values of 100% or more, divided by the total number of USG-supported MFIs in the same country, expressed in percentage.			
<b>RATIONALE:</b> The ability of USG support to microfinance to achieve continuing impact depends on the ability of the assisted institutions to become sustainable – to cover costs rather than remain dependent on continuing infusions of funds from the USG or other donors. This indicator provides one measure of sustainability. A more challenging measure, full financial sustainability, is equally important but harder to observe because institutions that graduate from assistance are no longer observable without special surveys. Operational sustainability provides an important measure of the movement toward full sustainability.			
<b>UNIT:</b> Percentage of Institutions		<b>DISAGGREGATE BY:</b> None	
<b>TYPE: OUTPUT/OUTCOME</b> Outcome		<b>DIRECTION OF CHANGE:</b> Higher = better	
<b>DATA SOURCE:</b> Implementing partners, Microenterprise Results Reporting (MRR)			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b>			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b>			
<b>Actions Taken or Planned to Address Data Limitations:</b>			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
<b>2006</b>		<b>57%</b>	
<b>2007</b>	<b>61%</b>		
<b>2008</b>	<b>62%</b>		
<b>2009</b>	<b>63%</b>		
<b>2010</b>			
<b>THIS SHEET LAST UPDATED ON: 03/19/2007</b>			

<b>ELEMENT: EG 4.7.1 – Inclusive Financial Markets</b>			
<b>INDICATOR TITLE:</b> 4.7.1.3: Percentage of USG-assisted microfinance institutions that have reached financial sustainability			
<b>DEFINITION:</b> Shared of USG-assisted MFIs whose revenue from clients in the form of interest payment, fees, and other payments exceeds their cash operating costs (salaries and benefits, rent, utilities, interest paid on borrowed money, etc.) Computed on basis of question in Microenterprise Results Report questionnaire: “Operational Sustainability Percent: (For the past fiscal year, what is the value of (Income + Fees) / (Operating Costs + Cost of Funds)?” The Indicator is the number of MFIs reporting values of 100% or more, divided by the total number of USG-supported MFIs in the same country, expressed in percentage.			
<b>RATIONALE:</b> The ability of USG support to microfinance to achieve continuing impact depends on the ability of the assisted institutions to become sustainable – to cover costs rather than remain dependent on continuing infusions of funds from the USG or other donors. Full financial sustainability means that the institution can continue to grow without further dependence on assistance from the USG or other non-commercial sources. Note that because such institutions no longer require assistance, they may stop reporting under the Microenterprise Results Reporting system, leading to an understatement of the impact of USG assistance.			
<b>UNIT:</b> Percentage of Institutions		<b>DISAGGREGATE BY:</b> None	
<b>TYPE: OUTPUT/OUTCOME</b> Outcome		<b>DIRECTION OF CHANGE:</b> Higher = better	
<b>DATA SOURCE:</b> Implementing partners, Microenterprise Results Reporting (MRR)			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b> Data from MIFs is received a quarter behind			
<b>Actions Taken or Planned to Address Data Limitations:</b> Build on the capacity of the MFIs to provide information on time. A project indicator will measure this issue.			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2006		49%	
2007	50%		
2008	51%		
2009	53%		
2010			
<b>THIS SHEET LAST UPDATED ON: 03/19/2007</b>			

<b>ELEMENT: EG 4.7.1 – Inclusive Financial Markets</b>			
<b>INDICATOR TITLE: 4.7.1.4: Number of clients at USG-assisted microfinance institutions</b>			
<b>DEFINITION:</b> Total number of clients (households and microenterprises) benefiting from financial and non-financial services provided through USG-assisted microenterprise development organizations of all types. Compute by adding the number of borrowers, savers, purchasers of other financial services such as microinsurance, and clients of business development services and value chain activities of all types.			
<b>RATIONALE:</b> Of the program interventions included under this Area, microenterprise development represents by far the largest level of effort by USG. This indicator provides a reasonably comprehensive measure of the scale of impact, though clearly not the level of impact (which would require data on impact per beneficiary, which appears not feasible to measure). Other, higher-level indicators such as poverty incidence and income distribution are affected by so many factors outside of this Program Area that including them under this one would be highly misleading.			
<b>UNIT:</b> Number of clients		<b>DISAGGREGATE BY:</b> Sex	
<b>TYPE: OUTPUT/OUTCOME</b> Output		<b>DIRECTION OF CHANGE:</b> Higher = better	
<b>DATA SOURCE:</b> Microenterprise Results Report (Annual report to Congress, though data reported with a significant lag due to time needed to collect and synthesize. All indicators from the MRR are gathered from implementing partners).			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b> Data from MFIs is received a quarter behind			
<b>Actions Taken or Planned to Address Data Limitations:</b> Build on the capacity of the MFIs to provide information on time. A project indicator will measure this issue.			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2006		200,322	
2007	283,318		
2008	368,314		
2009	497,224		
2010			
<b>THIS SHEET LAST UPDATED ON: 03/19/2007</b>			

<b>ELEMENT: EG 4.7.1 – Inclusive Financial Markets</b>			
<b>INDICATOR TITLE:</b> 4.7.1.5:Total savings deposits held by USG-assisted microfinance institutions			
<b>DEFINITION:</b> Total value of savings deposits held by USG-assisted microfinance institutions at year end. Summed across all USG-assisted microfinance institutions in each country. This figure should be reported in US dollars at year end official exchange rates.			
<b>RATIONALE:</b> Contrary to widespread perception, safe depository services are valuable to a far greater number of poor households than micro-credit. As a result, this indicator provides an important measure of the impact of USG efforts to broaden access to financial services.			
<b>UNIT:</b> US Dollars (millions)		<b>DISAGGREGATE BY:</b> None	
<b>TYPE: OUTPUT/OUTCOME</b>		<b>DIRECTION OF CHANGE:</b>	
Output		Higher = better	
<b>DATA SOURCE:</b> Implementing partners			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b> Data from MFIs is received a quarter behind			
<b>Actions Taken or Planned to Address Data Limitations:</b> Build on the capacity of MFIs to provide information on time. A project indicator will measured this issue.			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2006		\$13,173,653	
2007	\$14,475,397		
2008	\$16,037,490		
2009	\$17,703,723		
2010			
<b>THIS SHEET LAST UPDATED ON: 03/19/2007</b>			

<b>ELEMENT: EG 4.7.1 – Inclusive Financial Markets</b>			
<b>INDICATOR TITLE:</b> 4.7.1.6: Number of microfinance institutions supported by USG Financial or Technical Assistance			
<b>DEFINITION:</b> Number of microfinance institutions assisted by USG over the past year. Compute as total number of organization reporting microfinance activities through the Microenterprise Results Reporting system, on a country-by-country basis.			
<b>RATIONALE:</b> Provides a basic measure of the scale of USG efforts to expand access to financial services among the poor and otherwise disadvantaged.			
<b>UNIT:</b> Number of Institutions		<b>DISAGGREGATE BY:</b> None	
<b>TYPE: OUTPUT/OUTCOME</b>		<b>DIRECTION OF CHANGE:</b>	
Output		Higher = better	
<b>DATA SOURCE:</b> Implementing partners, Microenterprise Results Reporting (MRR) system			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b>			
<b>Actions Taken or Planned to Address Data Limitations:</b>			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
<b>2006</b>		<b>37</b>	
<b>2007</b>	<b>38</b>		
<b>2008</b>	<b>39</b>		
<b>2009</b>	<b>40</b>		
<b>2010</b>			
<b>THIS SHEET LAST UPDATED ON: 03/19/2007</b>			

<b>ELEMENT: EG 4.7.3 – Strengthen Microenterprise Productivity</b>			
<b>INDICATOR TITLE:</b> 4.7.3.1: Number of microenterprises participating in USG assisted value chains			
<b>DEFINITION:</b> In context, a value chain is defined as the full range of activities required to bring a product from conception to end use, including design, production, marketing, distribution, and support to get the product to the final consumer. The indicator measures the total number of microenterprises in each country participating in value chains assisted by USG-supported organizations and activities.			
<b>RATIONALE:</b> In most cases, microenterprise are involved in value chains as suppliers, either of inputs or intermediate products to other producers, and/or of final products offered for sale in domestic or foreign markets, typically through traders, wholesalers, or exporters. The ability to link microenterprises with these larger and more elastic markets offers the opportunity for them to derive much greater gains from their productive efforts. Similarly, access to sources of improved productive technology, marketing techniques, or other inputs offers potential for similar gains.			
<b>UNIT:</b> Number of microenterprises		<b>DISAGGREGATE BY:</b> None	
<b>TYPE: OUTPUT/OUTCOME</b> Output		<b>DIRECTION OF CHANGE:</b> Higher = better	
<b>DATA SOURCE:</b> Implementing partners			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS and other USAID programs			
<b>Method of data acquisition by USAID:</b> Quarterly and annually			
<b>Frequency and timing of data acquisition by USAID:</b> quarterly and annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b>			
<b>Actions Taken or Planned to Address Data Limitations:</b>			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b> There is no baseline data.			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2006			
2007	N/A	N/A	
2008	10		
2009	15		
2010			
<b>THIS SHEET LAST UPDATED ON: 03/19/2007</b>			

## Annex 2: Project Indicators PIRS

<b>ELEMENT: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 1.1 Value of gross loan portfolio outstanding			
<b>DEFINITION:</b> The value of the gross outstanding loan portfolios of USG-supported financial institutions, in USD. Gross outstanding loan portfolio: all outstanding principal due for all outstanding client loans. This includes current, delinquent and renegotiated loans, but not loans that have been written off. It does not include interest receivable.			
<b>RATIONALE</b> Measurement of the gross loan portfolio from year to year is a basic measure of asset growth of the institution.			
<b>UNIT:</b> USD		<b>DISAGGREGATE BY:</b> M/F	
<b>TYPE: OUTPUT/OUTCOME</b> Output		<b>DIRECTION OF CHANGE:</b> Higher=Better	
<b>DATA SOURCE:</b> Implementing Partners			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b> Data from MFIs is received a quarter behind			
<b>Actions Taken or Planned to Address Data Limitations:</b> Build on the capacity of the MFIs to provide information on time. A project indicator will measure this issue.			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
Year	Target	Actual	Notes
2006		\$43,507,999 (Female \$26,539,879)	
2007	\$53,892,216 (Female \$33,952,096)		
2008	\$68,087,217 (Female \$41,981,255)		
2009	\$80,708,149 (Female \$53,267,378)		
2010			
<b>THIS SHEET LAST UPDATED ON: 3/19/2007</b>			

<b>ELEMENT: : EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 1.2 Percentage of Portfolio-at-risk>30 days			
<b>DEFINITION:</b> This is the most common measure of portfolio quality for microfinance. Calculation: Value of Portfolio at Risk > 30 days / Gross loan portfolio. (Per following definitions: <b>Value of Portfolio at Risk</b> – The value of loans outstanding that that have one or more installments of principal past due more than 30 days. This item includes the entire unpaid balance, including both the past due and future installments, but not accrued interest. It does not include renegotiated loans. <b>Gross Loan Portfolio</b> - all outstanding principal due for all outstanding loans. This includes current, delinquent, and renegotiated loans, but not loans that have been written off. All delinquent loans should be considered short term and should be included here. It does not include interest receivable).			
<b>RATIONALE:</b> Portfolio quality is one of the most important regular monitoring devices for an institution, because it indicates the potential for future losses based on the current performance of the loan portfolio The PAR >30 ratio (Portfolio at risk) allows an institution to define portfolio problems and rectify them in order to avoid complete loan loss, Comparisons can be made across products, branches and even loan officers to help management identify problems. The PAR>30 ratio is usually the threshold beyond which loans are considered to be at higher risk. It is a key indicator to assess management capacity, portfolio strength, and future viability of an institution.			
<b>UNIT:</b> Percentage (Value of Portfolio at Risk > 30 days / Gross loan portfolio)		<b>DISAGGREGATE BY:</b> N/A	
<b>TYPE:</b> OUTPUT/OUTCOME Output		<b>DIRECTION OF CHANGE:</b> Lower=Better	
<b>DATA SOURCE:</b> ANIMH, KNFP, DID and/or MFIs			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b> Data from MFIs is received a quarter behind			
<b>Actions Taken or Planned to Address Data Limitations:</b> Build on the capacity of the MFIs to provide information on time. A project indicator will measure this issue.			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2006		7.77%	
2007	7%		
2008	6.5%		
2009	6%		
2010			
<b>THIS SHEET LAST UPDATED ON: 3/19/2007</b>			

<b>ELEMENT: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 1.3 Number of ANIMH funding sources			
<b>DEFINITION:</b> Number of sources of funding for ANIMH, including direct funding (grants), indirect funding (technical assistance), and other sources of income (membership dues, fees for services, etc).			
<b>RATIONALE:</b> ANIMH's viability as a network depends in part on its ability to develop financially sustainable operations. This indicator will measure the number and type of sources of income which ANIMH develops, as a good indicator of their ability to become financial viable. Diversification of types of sources and sources of income will measure ANIMH's ability to diversify its funding base and to develop for fee services which are in demand by its members and the sector.			
<b>UNIT:</b> Number of funding sources		<b>DISAGGREGATE BY:</b> None	
<b>TYPE: OUTPUT/OUTCOME</b> Outcome		<b>DIRECTION OF CHANGE:</b> Higher=Better	
<b>DATA SOURCE:</b> ANIMH			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> ANIMH			
<b>Method of data acquisition by USAID:</b> Semiannual and Annually			
<b>Frequency and timing of data acquisition by USAID:</b> Semiannual and Annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b>			
<b>Actions Taken or Planned to Address Data Limitations:</b>			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b> Current ANIMH funding sources: USAID, Concern, FOCALC, membership dues			
<b>PERFORMANCE INDICATOR VALUES</b>			
Year	Target	Actual	Notes
2006		4	
2007	6		
2008	7		
2009	8		
2010			
<b>THIS SHEET LAST UPDATED ON:</b> 3/19/2007			

<b>ELEMENT: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 1.4 Number of trainees participating in ANIMH course offerings			
<b>DEFINITION:</b> Number of participants, disaggregated by male/female, who attend training offered by ANIMH.			
<b>RATIONALE:</b> The ANIMH training program will increase the supply of quality technicians and trainers available locally.			
<b>UNIT:</b> Number of trainees		<b>DISAGGREGATE BY:</b> M/F	
<b>TYPE: OUTPUT/OUTCOME</b> Output		<b>DIRECTION OF CHANGE:</b> Higher=Better	
<b>DATA SOURCE:</b> ANIMH			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> ANIMH MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and Annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and Annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b>			
<b>Actions Taken or Planned to Address Data Limitations:</b>			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
<b>2006</b>		0	
<b>2007</b>	60 (18 female) (42 male)		
<b>2008</b>	100 (30 female) (70 male)		
<b>2009</b>	200 (60 female) (140 male)		
<b>2010</b>			
<b>THIS SHEET LAST UPDATED ON: 3/19/2007</b>			

<b>ELEMENT: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 1.5 Number of Haitian local service providers (LSP) registered to serve the industry			
<b>DEFINITION:</b> Number of local service providers (LSP) such as accountants, auditors, trainers, etc. registered.			
<b>RATIONALE:</b> The lack of quality providers for financial institutions is critical. This indicator will build on the existence of quality providers for the financial sector, especially Microfinance Institutions. Some partners most commonly demand and the expansion of the supply. The services demanded over the course of the project may vary, depending upon partner MFIs' evolving needs, and the monitoring will evolve as data on the evolving needs is obtained.			
<b>UNIT:</b> number of LSPs		<b>DISAGGREGATE BY:</b> Registered LSPs / Registered LSPs whose skills are enhanced by project + interns.	
<b>TYPE: OUTPUT/OUTCOME</b> Output		<b>DIRECTION OF CHANGE:</b> Higher=Better	
<b>DATA SOURCE:</b> DAI MIS and ANIMH MIS of local service providers			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> ANIMH			
<b>Method of data acquisition by USAID:</b> Quarterly and Annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and Annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b>			
<b>Actions Taken or Planned to Address Data Limitations:</b>			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
<b>2006</b>		0	
<b>2007</b>	100 (Registered LSPs) 30 (Registered LSPs whose skills are enhanced by the project + interns)		
<b>2008</b>	130 (Registered LSPs) 40 (Registered LSPs whose skills enhanced by the project + interns)		
<b>2009</b>	145 (Registered LSPs) 50 (Registered LSPs whose skills enhanced by the project + interns)		
<b>2010</b>			
<b>THIS SHEET LAST UPDATED ON: 3/19/2007</b>			

<b>ELEMENT: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 1.6 Percent of ANIMH microfinance institutions reporting performance indicator data on-time			
<b>DEFINITION:</b> The number of institutions who submit data on time to ANIMH / Total number of ANIMH member institutions. ANIMH deadline for submission of performance indicator data is 6 weeks.			
<b>RATIONALE:</b> The timely and accurate reporting or portfolio quality data is an important indicator of institutional capacity and transparency.			
<b>UNIT:</b> <i>percentage of institutions</i>		<b>DISAGGREGATE BY:</b> N/A	
<b>TYPE:</b> <i>OUTPUT/OUTCOME</i> Outcome		<b>DIRECTION OF CHANGE:</b> Higher=Better	
<b>DATA SOURCE:</b> ANIMH			
<b>MEASUREMENT NOTES:</b> Many MFIs reporting data to ANIMH do not comply with the current six week lagged quarterly reporting requirement. Only a few (4-5) report within the required timeframe. ANIMH plans to introduce more timely reporting deadlines and to encourage a higher level of compliance. Performance will be measured by % of institutions complying with reporting requirements			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> ANIMH MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and Annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and Annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b>			
<b>Actions Taken or Planned to Address Data Limitations:</b>			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
Year	Target	Actual	Notes
2006		27%	
2007	35%		
2008	40%		
2009	45%		
2010			
<b>THIS SHEET LAST UPDATED ON: 3/19/2007</b>			

<b>ELEMENT: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 1.7. Number of caisses populaires who qualify for membership in the Federation Le Levier through USG assistance.			
<b>DEFINITION:</b> Number of caisses approved by the BRH (Banque de la Republique d’Haiti) for membership in the Federation Le Levier.			
<b>RATIONALE</b> As part of the law regulating operations of caisses populaires in 2002 [Loi du 26 juin 2002 sur les Coopératives d’épargne et de crédit (CEC).], a Federation of caisses was created to which the BRH (Banque de la Republique d’Haiti) will have delegated authority of inspection of the CEC. Strict qualification criteria have been set for membership in the Federation, as a part of strengthening of the quality standards of the CECs.. The USG supports nineteen caisses by providing technical assistance. This indicator will measure the level of institutional strengthening achieved by the caisses as a result of qualifying for the Federation Le Levier.			
<b>UNIT:</b> Number of caisses		<b>DISAGGREGATE BY:</b> None	
<b>TYPE: OUTPUT/OUTCOME</b> Outcome		<b>DIRECTION OF CHANGE:</b> Higher=Better	
<b>DATA SOURCE:</b> DID			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DID MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b>			
<b>Actions Taken or Planned to Address Data Limitations:</b>			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
Year	Target	Actual	Notes
2006		0	
2007	3		
2008	5		
2009	9		
2010			
<b>THIS SHEET LAST UPDATED ON: 3/19/2007</b>			

<b>ELEMENT: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 2.1 Number of donors providing support of improved enabling environment activities			
<b>DEFINITION:</b> Number of donors providing support of improved enabling environment activities.			
<b>RATIONALE:</b> Increased donor support should facilitate progress towards enabling environment.			
<b>UNIT:</b> Number of donors		<b>DISAGGREGATE BY:</b> N/A	
<b>TYPE: OUTPUT/OUTCOME</b> Outcome		<b>DIRECTION OF CHANGE:</b> Higher=Better	
<b>DATA SOURCE:</b> Donor coordinating committee or Central Bank			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and Annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and Annually			
<b>Estimated Cost of Data Acquisition:</b>			
<b>Individual responsible at USAID:</b> CTO			
<b>Individual responsible for providing data to USAID:</b> Project COP			
<b>Location of Data Storage:</b> Project file and USAID Public (P) drive			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> March 2007			
<b>Known Data Limitations and Significance (if any):</b>			
<b>Actions Taken or Planned to Address Data Limitations:</b>			
<b>Date of Future Data Quality Assessments:</b> Once a year			
<b>Procedures for Future Data Quality Assessments:</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis:</b> Once a year			
<b>Presentation of Data:</b> Once a year			
<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2006		2	
2007	4		
2008	4		
2009	5		
2010			
<b>THIS SHEET LAST UPDATED ON: 3/19/2007</b>			

<b>ELEMENT: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 2.2. Percent of progress towards an improved enabling environment			
<b>DEFINITION:</b> Percent of progress towards an improved enabling environment, broken down into the following steps: <ul style="list-style-type: none"> <li>• Technical assistance and support to BRH (Banque de la Republique d'Haiti)</li> <li>• Development of ANIMH's advocacy capacity</li> <li>• Data developed and provided to support key policy decisions</li> </ul>			
<b>RATIONALE:</b> Interventions to support an improved enabling environment should result in a microfinance law being passed. However, factors outside of the project's control and/or timing may not be possible within the project lifetime. Nonetheless, activities supporting a future microfinance law will certainly increase the government's understanding of microfinance and to the sector's presentation of its needs. This indicator is designed to track progress towards improving the enabling environment for microfinance.			
<b>UNIT:</b> % progress		<b>DISAGGREGATE BY:</b> N/A	
<b>TYPE: OUTPUT/OUTCOME</b> Outcome		<b>DIRECTION OF CHANGE:</b> Higher=Better	
<b>DATA SOURCE:</b> Haiti MSME, donor coordinating committee, and/or central bank			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and Annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and Annually			
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<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
Year	Target	Actual	Notes
2006		0	
2007	20%		
2008	60%		
2009	100%		
2010			
<b>THIS SHEET LAST UPDATED ON: 3/19/2007</b>			

<b>ELEMENT: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 3.1 Number of rural clients			
<b>DEFINITION:</b> Number of rural clients for of all USG-assisted financial institutions. Rural here is defined per the National Association of Microfinance Institutions in Haiti (ANIMH) categorization of Port-au-Prince, Provincial Cities and Rural Areas.			
<b>RATIONALE:</b> Measuring the progression in the number of rural clients will provide a basic measure of how the microfinance sector is progressing in providing coverage to the rural and remote sections of the country, creating thereby improved availability of services to the rural sections which are chronically underserved, as well as improving the geographic diversification in their activities.			
<b>UNIT:</b> Number of rural clients		<b>DISAGGREGATE BY:</b> N/A	
<b>TYPE: OUTPUT/OUTCOME</b> Output		<b>DIRECTION OF CHANGE:</b> Higher=Better	
<b>DATA SOURCE:</b> ANIMH, KNFP, DID and/or MFIs, DCA partners			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and Annually			
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<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2006		105,302	
2007	126,362		
2008	151,635		
2009	181,962		
2010			
<b>THIS SHEET LAST UPDATED ON: 3/19/2007</b>			

<b>ELEMENT: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 3.2 Number of points of service			
<b>DEFINITION:</b> Number of points of service for of all USG-assisted financial institutions. Points of service are defined as any location, permanent or otherwise belonging to the MFI, from which services are delivered.			
<b>RATIONALE:</b> By tracking the number of points of service, the evolution of the dispersion and decentralization of an MFI's services can be measured.			
<b>UNIT:</b> Number of points of service		<b>DISAGGREGATE BY:</b> N/A	
<b>TYPE: OUTPUT/OUTCOME</b> Output		<b>DIRECTION OF CHANGE:</b> Higher=Better	
<b>DATA SOURCE:</b> ANIMH, KNFP, DID and/or MFIs, DCA partners			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and Annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and Annually			
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<b>Actions Taken or Planned to Address Data Limitations:</b>			
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<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2006		TBD	
2007	TBD		
2008	TBD		
2009	TBD		
2010			
<b>THIS SHEET LAST UPDATED ON: 3/19/2007</b>			

<b>ELEMENT: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 3.3 Number of clients benefiting from new product introductions			
<b>DEFINITION:</b> Number of clients accessing new financial and non financial products supported by USG (new product in existing market, or existing product in new market).			
<b>RATIONALE:</b> As new product development activities are intended to reach target populations with relevant financial services, this indicator tracks increased outreach by measuring new clients served through new product and points of service.			
<b>UNIT:</b> number of clients		<b>DISAGGREGATE BY:</b> M/F, and USAID targeted areas	
<b>TYPE:</b> OUTPUT/OUTCOME Output		<b>DIRECTION OF CHANGE:</b> Higher=Better	
<b>DATA SOURCE:</b> ANIMH, KNFP, DID and/or MFIs, DCA partners			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and Annually			
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<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
Year	Target	Actual	Notes
2006		0	
2007	<b>600</b> 378 (Women) ; 222 (Men) ; 120 (Port-au-Prince) ; 144 (Provincia Cities) 336 (Rural Zones)		
2008	<b>677</b> 437 (Women) ; 240 (Men) ; 135 (Port-au-Prince) ; 146 (Provincia cities) 395 (Rural zones)		
2009	<b>780</b> 515 (Women) ; 265 (Men) ; 156 (Port-au-prince) ; 149 (Provincia Cities); 475 (Rural zones)		
2010			
<b>THIS SHEET LAST UPDATED ON: 3/19/07</b>			

<b>ELEMENT: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 3.4 Number of new products and innovations successfully launched			
<b>DEFINITION:</b> This indicator will measure the number of specific product, process or organizational innovations supported by USG that are effective in expanding (or demonstrating how to expand) outreach. It includes new products and innovations introduced through The Product Innovation Fund, and new products and innovations introduced through other mechanisms. Innovation will be judged effective if it expands access, and/or creates value for the MFI or clients, or has a positive demonstration effect, leading to copies or adaptations of the innovation.			
<b>RATIONALE:</b> By tracking the number of new products and innovations successfully launched, success in product diversification can be measured.			
<b>UNIT:</b> number of new products		<b>DISAGGREGATE BY:</b> USAID targeted areas	
<b>TYPE: OUTPUT/OUTCOME</b> Output		<b>DIRECTION OF CHANGE:</b> Higher=Better	
<b>DATA SOURCE:</b> ANIMH, KNFP, DID and/or MFIs, DCA partners			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and Annually			
<b>Frequency and timing of data acquisition by USAID:</b> Quarterly and Annually			
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<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2006		0	
2007	7		
2008	10		
2009	5		
2010			
<b>THIS SHEET LAST UPDATED ON: 3/19/2007</b>			

<b>ELEMENT: EG 4.7 – Economic Opportunity</b>			
<b>INDICATOR TITLE:</b> 4.1 New value chain financing solutions introduced			
<b>DEFINITION:</b> In this context, a value chain financing solution is defined as a financial product or service, (monetary or in-kind), which expands or enhances the flow of finance to members of a defined value chain. This indicator measures financial linkages in targeted agricultural and productive value chains assisted by USG-supported financial and non-financial institutions.			
<b>RATIONALE:</b> In most cases, microenterprises are involved in value chains. Value chain solutions may be considered as new products. However, indicators under objective four are presented separately as they focus not only on financial sector introduction of new finance, but finance that may flow among value chain members. Further, activities, such as support of a DCA mechanism, might not be considered new product development as there may be no new product offered. Instead, risk might be assumed or layer-off in order to increase the flow of finance based on existing value chain relationships.			
<b>UNIT:</b> Number of linkages		<b>DISAGGREGATE BY:</b> N/A	
<b>TYPE: OUTPUT/OUTCOME</b> Outcome		<b>DIRECTION OF CHANGE:</b> Higher=Better	
<b>DATA SOURCE:</b> Value chain actors and financial institutions			
<b>MEASUREMENT NOTES:</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method:</b> DAI MIS			
<b>Method of data acquisition by USAID:</b> Quarterly and Annually			
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<b>Review of Data:</b> Once a year			
<b>Reporting of Data:</b> Once a year			
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<b>Notes on Baselines/Targets:</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2006		0	
2007	3		
2008	4		
2009	5		
2010			
<b>THIS SHEET LAST UPDATED ON:</b> 3/19/2007			

### Annex 3: Performance Management Task Schedule Haiti MSME

PERFORMANCE MANAGEMENT TASKS	FY 2007				FY 2008				FY 2009				FY2010				Notes
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Performance Results/Indicators</b>																	
<b>Foreign Assistance “F” Indicators</b>	X	X	X	X	X	X	X	X	X	X	X	X					Collected quarterly, reported annually
<b>Objective 1 Indicators</b>																	
Developpement International Desjardins (caisse performance indicators)	X	X	X	X	X	X	X	X	X	X	X	X					
ANIMH (ANIMH member performance indicators)	X	X	X	X	X	X	X	X	X	X	X	X					
KNFP (KNFP member performance indicators)	X	X	X	X	X	X	X	X	X	X	X	X					
ANIMH (association performance indicators)			X	X	X	X	X	X	X	X	X	X					
<b>Objective 2 Indicators</b>			X	X	X	X	X	X	X	X	X	X					
<b>Objective 3 Indicators</b>			X	X	X	X	X	X	X	X	X	X					
<b>Objective 4 Indicators</b>			X	X	X	X	X	X	X	X	X	X					
<b>Performance Reporting</b>																	
<b>MRR (Microenterprise Results Reporting)</b>	X				X				X				X				
<b>Quarterly Reports</b>	X	X	X	X	X	X	X	X	X	X	X	X					
<b>Financial Report</b>	X	X	X	X	X	X	X	X	X	X	X	X					
<b>Annual Reports</b>					X				X				X				
<b>Final Report</b>													X				
<b>Data Quality Assessments &amp; PMP Reviews/Updates</b>																	
<b>Data Quality Assessment</b>			X				X				X						
<b>PMP Reviews and Updates</b>					X				X								
<b>Other</b>																	
Annual Project Workplan	X				X				X								
Training Plan	X				X				X								
Training Reporting (Train Net)	X	X	X	X	X	X	X	X	X	X	X	X					

PERFORMANCE MANAGEMENT TASKS	FY 2007				FY 2008				FY 2009				FY2010				Notes
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Non Expendable Equipment/Inventory Report					X				X				X				
Distribute Newsletter			X	X	X	X	X	X	X	X	X	X	X				
Update website		X	X	X	X	X	X	X	X	X	X	X					
Publish Success Story			X	X	X	X	X	X	X	X	X	X					
Quarterly Project Review with USAID	X	X	X	X	X	X	X	X	X	X	X	X					
Quarterly Project Review with DAI HQ	X	X	X	X	X	X	X	X	X	X	X	X					
Funding/Pipeline Review		X	X	X	X	X	X	X	X	X	X	X					
Contractor Performance Report (CPR)				X				X				X				X	USAID responsible
Portfolio Review							X										USAID responsible
Historical data transfer to ANIMH, USAID, DAI Home Office								X				X					As part of close down plan, manage transfer of historical data.

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