



**USAID**  
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**Programa MIDAS**  
Más Inversión para el Desarrollo Alternativo Sostenible

# PERFORMANCE MANAGEMENT PLAN

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**Cover Photo:** Special Coffee project funded by MIDAS in different regions of Colombia.

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# MÁS INVERSIÓN PARA EL DESARROLLO ALTERNATIVO SOSTENIBLE

Performance Management Plan

**DISCLAIMER**

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

APRIL 2008

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# ACRONYMS

ABC	Agribusiness Component
ACI	Andean Counterdrug Initiative
ARD	Associates in Rural Development Inc.
CAPP	Colombia Agribusiness Partnership Program
CAR	Corporación Autónoma Regional
CONPES	Consejo Nacional de Política Económica y Social
CTO	USAID Cognizant Technical Officer
CFC	Commercial Forestry Component
DANE	Departamento Administrativo Nacional de Estadística
DIRAN	Dirección Anti-narcóticos de la Policía
DNE	Dirección Nacional de Estupefacientes
DNP	Departamento Nacional de Planeación
GOC	Government of Colombia
GPS	Global Positioning System
IDEAM	Instituto de Hidrología, Meteorología y Estudios Ambientales de Colombia
IDP	Internally Displaced Persons
IGAC	Instituto Geográfico Agustín Codazzi
INCODER	Instituto Colombiano de Desarrollo Rural
LOP	Life of Project
M&E	Monitoring and Evaluation
MIDAS	Más Inversión para Desarrollo Alternativo Sostenible Program
MPC	MIDAS Policy Component
PECIG	Programa de Erradicación de Cultivos Ilícitos mediante aspersión aérea con Glifosato
PERSUAP	Pesticide Evaluation Report and Safer Use Action Plan
PMP	Performance Management Plan
POT	Plan de Ordenamiento Territorial
PPD	Program Planning Department
QR	Quarterly Report
REVA	Review, Evaluate, Verify, Advise
SIM	Sistema Información MIDAS
SIMCI	Sistema de Información para el Monitoreo de Cultivos Ilícitos
SME	Small and Medium Enterprises
SO	Strategic Objective
USAID	United States Agency for International Development
WP	Work Plan

# 1. INTRODUCTION

## 1.1. THE PROGRAM

MIDAS is a USAID program whose main objective is to create significant and sustainable new, alternative licit income sources to strengthen Colombia's economy and to drift private initiative away from illicit activities. MIDAS works by providing the necessary technical expertise to design, manage, and evaluate different activities. MIDAS' goals are:

- To promote private sector investments in Alternative Development projects;
- To eliminate illicit crop planting and production by providing income and employment alternatives in six geographical corridors;
- To promote higher levels of competitiveness among agribusinesses, SME, and commercial forestry businesses;
- To create an environment that will promote and enhance the viability of the overall level of political, economic, and social development; and
- To promote projects long-term sustainability

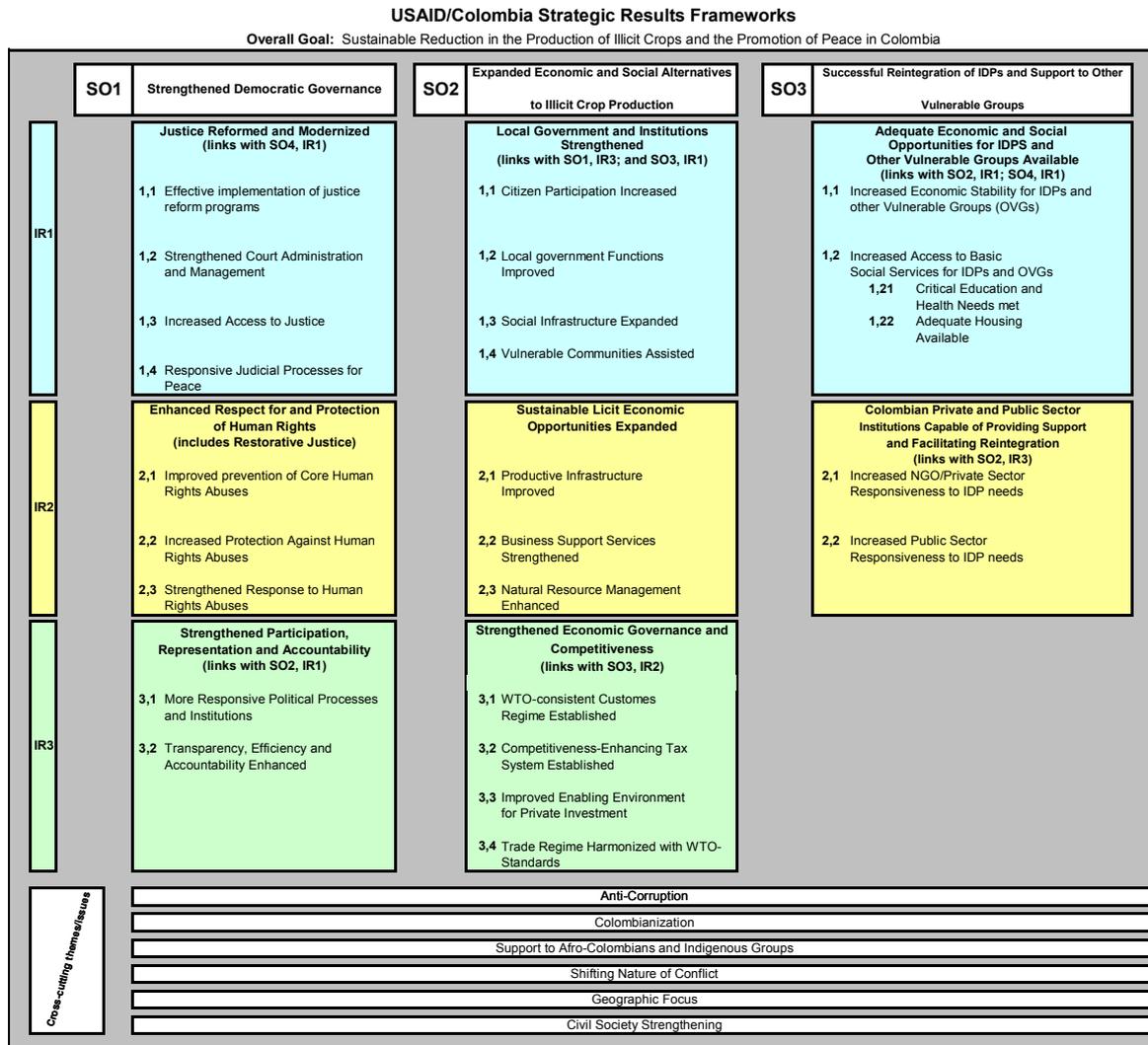
To achieve these goals, the action plan contemplates four components designed to improve the national economy, both directly and indirectly. Directly, by creating or supporting sustainable, more competitive, long-term commercial agribusinesses or agribusiness-related projects; by creating or supporting sustainable, more competitive, long-term commercial forestry enterprises or commercial forestry projects; and by creating or supporting sustainable, more competitive, long-term commercial micro, small, and medium size companies or SME-related projects. Indirectly, by developing and implementing competitiveness-related policy and institutional reforms which create a strong enabling environment for enhanced private investment and job creation.

For the direct impact strategies, MIDAS has reacted to private initiative, encouraging private investors to submit alternative development project proposals, selecting those that show viable figures and sound business foundations, and offering a percentage of the total investment through non-refundable grants. This system, already proved in previous USAID programs in Colombia, has the potential to multiply USAID's funds, leveraging significant investments since MIDAS funds only a small percentage of the cost of the projects leaving most of the financial effort to private investors, banking institutions, government agencies, and other interested parties. Fund allocation will focus on six specific "corridors" or geographic regions previously selected because of their potential and strategic importance.

Through its three business components—Agribusiness, SME and Commercial Forestry—MIDAS directly contributes to achieving IR 2 – Sustainable Licit Economic Opportunities Expanded. Through its Policy Component, MIDAS contributes directly to achieving IR 3 – Strengthened Economic Governance and Competitiveness, both part of USAID/ Colombia's SO 2 – Expanded Economic and Social Alternatives to Illicit Crop Production, as illustrated in Figures 1 and 2. Additionally, through its work with productive projects and political reforms, MIDAS also contributes to IR 1 vulnerable groups in adequate Economic and Social Opportunities for IDP and Other Vulnerable Groups Available of USAID/Colombia's SO 3 –

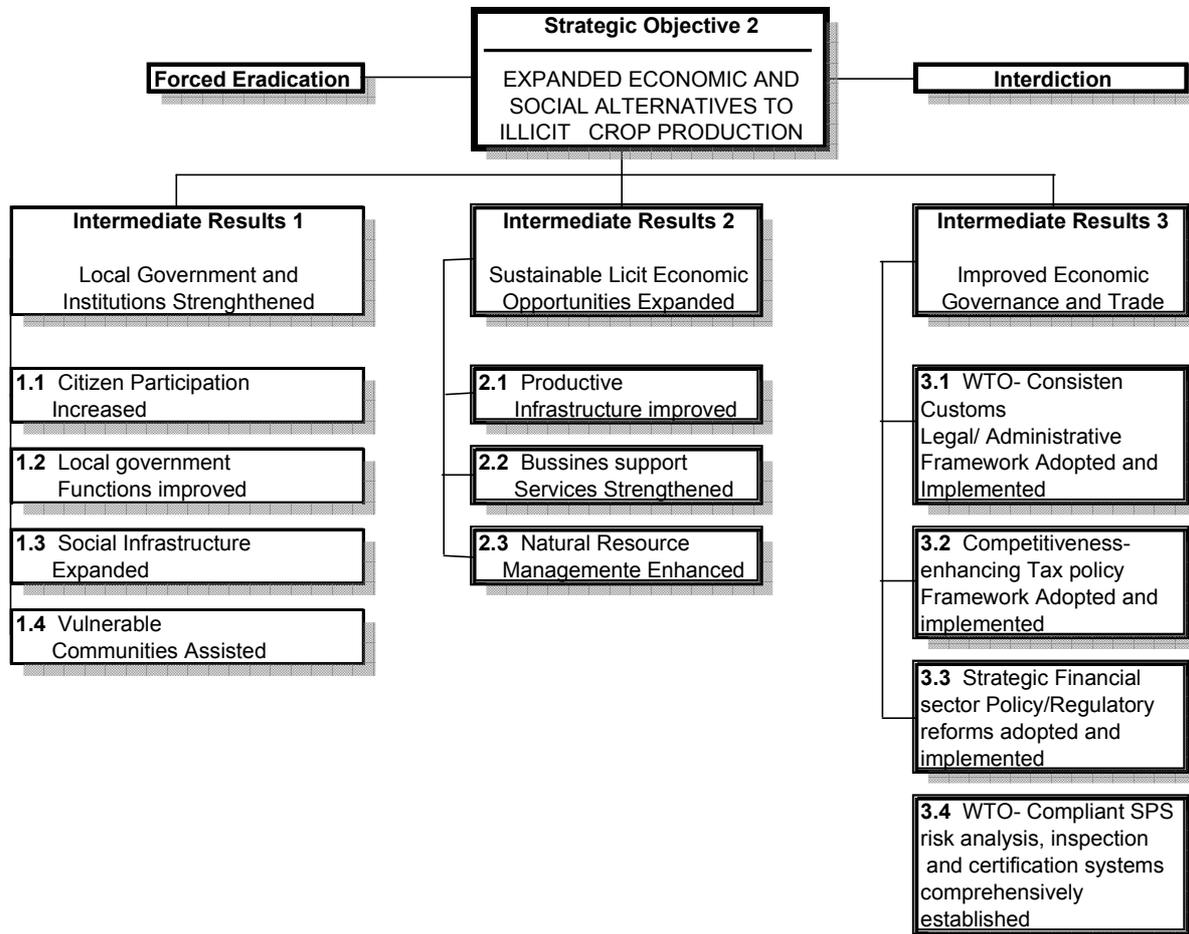
Successful Reintegration of IDP and Support to Other Vulnerable Groups (displaced and reincorporated people, indigenous communities, African-Colombians).

Figure 1



Last Updated: December, 2005

**Figure 2**



**1.2. CONTRACTUAL REQUIREMENTS**

In compliance with the terms of the contract between USAID and ARD, Inc., a Performance Management Plan (PMP) is required to determine the degree to which MIDAS contributes to the achievement of IR 2, and, subsequently to SO 2, and the achievement of IR 1 of SO 3. The PMP should include performance indicators along with a description of how MIDAS will use data on indicators to measure and report performance. Performance measurement should help customers evaluate project accomplishments, minimizing interference in the customers’ day-to-day business.

The PMP, through the selection of the most appropriate indicators, should demonstrate achievement of the agreed goals over the five-year period of MIDAS implementation (see Figure 3).

Figure 3

Performance Indicators	OB EC IVE	INDICATORS BY COMPONENT								Total Life of Contract Goal (2010)	Total Revised Contract Goal @163.5 M level
		ABC		CFC		SMEC		MPC			
		Life of Contract Goal (2010)	Revised Contract Goal @163.5 M level	Life of Contract Goal (2010)	Revised Contract Goal @163.5 M level	Life of Contract Goal (2010)	Revised Contract Goal @163.5 M level	Life of Contract Goal (2010)	Revised Contract Goal @163.5 M level		
1. Hectares Supported (New Has)	SO2	1 9,739	97,768	67,500	61,819	NA	11,079	NA	NA	217,239	170,696
1.1 Hectares Supported (Assisted)	INTERNAL		81		862	NA	7,216			0	52,622
2.A Hectares of Natural Forest supported through the USAID alternative development program / Hectares coming from new Forest Management Plan (FMP)	SO2	NA	NA	100,000	35,089	NA		NA	NA	100,000	35,089
2.B Hectares of Natural Forest supported through the USAID alternative development program / Hectares under conservation with minor harvesting for silvicultural management	SO2	NA	NA	50,000	72,179	NA		NA	NA	50,000	72,179
3. Number of Licit Jobs Created	SO2, SO3	31,000	31,000	21,000	21,000	125,000	125,000	NA	NA	177,000	177,000
Number of Families Benefiting from AD activities	SO2	18,837	18,837	7,600	7,600	125,000	125,000	NA	NA	151,37	151,37
Number of Families Benefiting from SME projects and Micro-Credits from MPC	INTERNAL	NA	NA	NA	NA	293,000	156,133	NA	18,000	293,000	30,133
5. Sales (or Gross Market Value of Licit Production Supported) by USAID/Colombia's Alternative Development Program	SO2	NA	NA	NA	NA	20%	0	NA	NA	20%	20%
6. Producer Associations/Processor Strengthened	SO2	30	30	35	35	8	8	NA	NA	73	73
7. Number of Private Sector Firms Formed or Strengthened	SO2	55	55	0	0	10,00	10,00	NA	NA	10,95	10,95
9. Private Sector Funds that are leveraged by USAID (us\$000)	SO2, SO3	NA	NA	\$ 98,000	\$ 98,000	\$ 97,500	\$ 97,500	NA	NA	\$ 195,500	\$ 195,500
10. Public Sector Funds that are Leverage by USAID (us\$000)	SO2	NA	NA	\$ 10,000	\$ 10,000	\$ 6,500	\$ 6,500	NA	NA	\$ 16,500	\$ 16,500
11. Number of Communities, producer groups or associations that have signed agreements to become and/or remain licit crop free	SO2	30	30	NA	NA	NA	NA	NA	NA	30	30
12. Number of USAID Assisted Farmers that have signed or are included under licit Crop-Free Agreements	SO2	18,837	18,837	NA	NA	NA	NA	NA	NA	18,837	18,837
13. Proposals Being Processed	INTERNAL	271	271	200	200	8,300	8,300	NA	NA	8,771	8,771
Projects Signed	INTERNAL	70	70	0	0	3,897	3,897	NA	NA	.007	.007
15. Alliances Developed	INTERNAL	5	5	0	0	257	257	NA	NA	3,2	3,2
16. Total Value of Supported Projects (us\$000)	INTERNAL	\$ 329,26	\$ 329,26	\$ 100,000	\$ 100,000	\$ 130,000	\$ 130,000	NA	NA	\$ 559,26	\$ 559,26
17. MIDAS Average Share of Total Investment (%)	INTERNAL	1.5%	1.5%	17%	17%	20%	20%	NA	NA	17%	17%
18. MIDAS Total Project Support (us\$000)	INTERNAL	\$ .15	\$ .15	\$ 18,100	\$ 18,100	\$ 26,000	\$ 26,000	NA	NA	88,515	88,515
19. Number of Colombian Government Reform Initiatives supported by USAID/MIDAS, Laws	INTERNAL	NA	NA	NA	NA	NA	NA	1	15	1	15
20. Number of Colombian Government Reform Initiatives supported by USAID/MIDAS, CONPES	INTERNAL	NA	NA	NA	NA	NA	NA	17	20	17	20
21. Number of Colombian Government Reform Initiatives supported by USAID/MIDAS, Decrees, Resolutions and Circular Letters	INTERNAL	NA	NA	NA	NA	NA	NA	62	62	62	62
22. Institutional Reforms	INTERNAL	NA	NA	NA	NA	NA	NA	2	2	2	2

### 1.3. THE 2008 PMP

The PMP for 2008 maintains the structure and content of the PMP for 2007. A few changes have been introduced to some indicators and reference sheets to more accurately describe MIDAS activities, targets, and achievements. The changes are described below. For all purposes and intents, the rest of the PMP structure remains unchanged.

- **New Hectares:** The ACI supported hectares indicator's definition was expanded to include MIDAS work supporting the rehabilitation of old cacao plantations that provide an equivalent source of income to farmers as a new hectare would, reaching poorer farmers, and providing a cash-flow for the years in which the crop would be unproductive, if a full renovation was put into place. These will account for 5,680 ha. LoP. Because of budget realignments and the reasons given on the New Hectares Memo (see Annex 1 of the WP 2008), the ACI indicator for new hectares has been dropped to: 170,696
- **Supported Hectares:** The ACI supported hectares indicator's definition was expanded to include not only new hectares but also those already established to which MIDAS provides technical assistance. All components will contribute to this indicator that will account for close to 50,000 ha. LoP.
- **New Hectares Natural Forest:** The ACI indicator for new hectares of natural forest was divided into two to account for: i) hectares coming from forest management plans; ii) hectares under conservation with minor harvesting for silvicultural management. The LoP goal is maintained at 107,000 ha.
- **Families Benefited:** The definition of the internal indicator for families has been expanded to include the families benefited through micro-credit obtained thanks to the micro-finance pilot projects. The total number of families benefited will add up to more than 600,000 LoP.

### **Integration between SIM and SIGA**

The MIDAS information system (SIM) has been the basic tool for capturing and communicating information about the program. It comprises a data base of all projects plus several modules for project monitoring, budget management, payments authorizations, and contracts authorizations. The applications are widely used by MIDAS employees and donors—Acción Social de USAID.

Following USAID's instructions, the Information Technology team has started to work in linking this system and the SIGA system—USAID's environmental monitoring system—which is currently being upgraded and expanded to cover all monitoring and evaluation needs within USAID. Several meetings have been held among technical teams from both systems to achieve the aforementioned integration. Once the technical details are worked out, PPD will update the SIGA system and will adopt it as its main tool for managing information on the program. This will require information uploading and training that will take place during the following months, provided that the application is ready and technical details are worked out.

# 2. PMP BASICS

## 2.1. PMP RATIONALE

The PMP responds to five main needs:

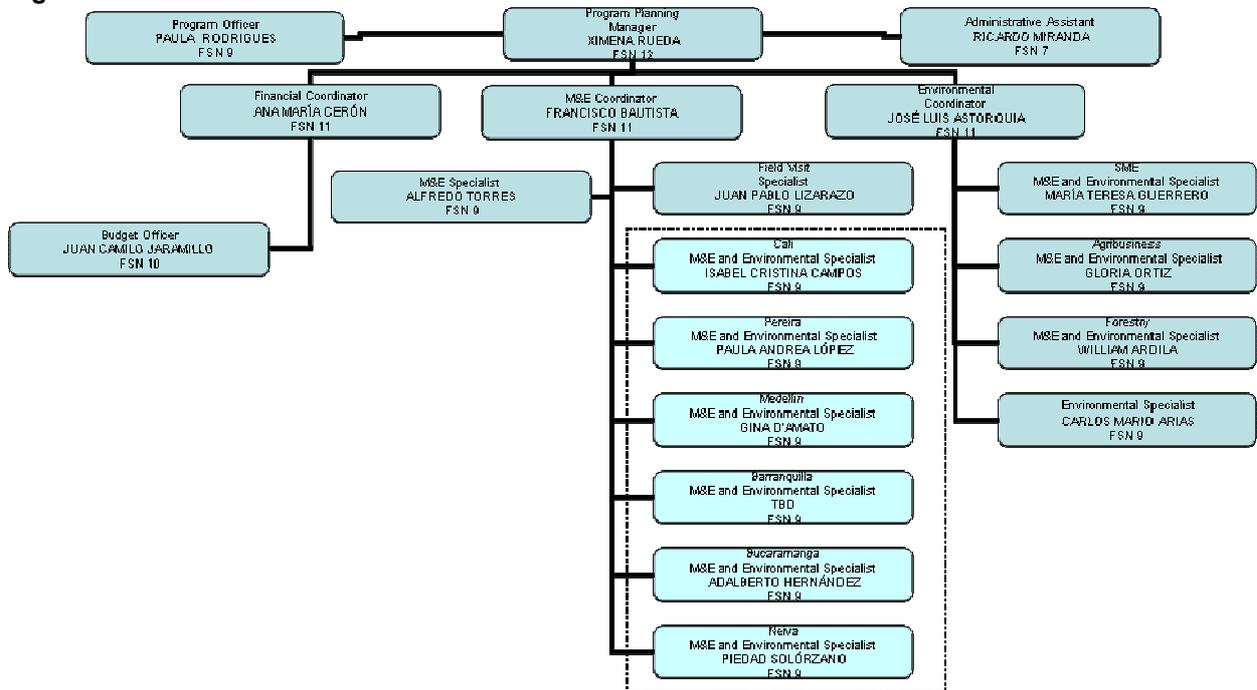
- Analyze and report on MIDAS contribution to the achievement of the Mission's strategic objectives;
- Support the supervision of the Program's performance and the attainment of goals by components;
- Support internal and external coordination activities;
- Prepare timely information to back-up decision making processes and solve problems; and
- Allow USAID Colombia to assess their results and determine future needs.

## 2.2. THE PROGRAM PLANNING DEPARTMENT (PPD) TEAM

To handle PMP implementation, comply with all PP responsibilities pertaining MIDAS' projects, and offer support to all other areas of the organization, a team of specialists has been put together under the Program Planning Manager. This team is made up of:

- PPD Manager
- M&E Coordinator
- Financial Coordinator
- Environmental Coordinator
- Budget Monitoring Specialist
- M&E and Environmental Field Information Specialist
- M&E Specialist
- Three Specialists for the business components (one for each: SME, Agribusiness and Commercial Forestry)
- An Environmental Specialist
- Six Specialists for corridor offices, one for each corridor
- A Program Officer
- An Administrative Assistance

**Figure 4**



### Program Planning Manager

- Oversee the preparation of the Colombia MIDAS work plan and the quarterly reports.
- Advise on Program progress (monitoring and evaluation).
- Develop a M&E system designed to give a comprehensive analysis to the four components, branch offices and to field based activities dedicated to key program-related issues such as performance, goal achievement, contract staffing, budget, finance, audit and control, information technology and report production.
- Coordinate all M&E, Environmental, and Budgetary activities: program's strategic planning, budget status reports, funds availability, budget development, allocation and monitoring.

The general responsibilities are:

- Coordinate budgeting, evaluation and reports activities of all MIDAS areas.
- Handle project programming and budgeting to ensure that sufficient funds are available within the contract ceiling to meet program objectives.

- Respond for the Project's Performance Monitoring Plan (PMP), including but not limited to assisting in the design of the PMP and overseeing data collection and analysis in support of the PMP.
- Oversee all project responsibilities on project reporting, including QR, annual WP and other reporting related to the PMP.

### **M&E Coordinator**

- Coordinate the initiative with ARD/VT's Monitoring and Evaluation Systems Specialist, the MIDAS Information and Technology Services Manager and others in MIDAS on the design and implementation of the MIDAS M&E System (SIM).
- Assess the design, lead the refinement, oversee implementation and manage all MIDAS M&E Data Collection and Reporting Systems.
- Maintain M&E implementation schedules and ensure timely compliance with USAID and MIDAS project reporting requirements.
- Design the formats and procedure, including roles and responsibilities of MIDAS staff, customers and contractors, necessary to collect and verify M&E information for all MIDAS projects.
- Design and oversee the implementation and manage all MIDAS M&E data collection and reporting systems, including those required for the agribusiness, SME, Commercial Forestry and Policy components.
- Maintain close coordination with both the M&E Information Management System and Environmental Coordinator.

### **Environmental Coordinator**

- Identify environmental requirements applicable to MIDAS type projects. Obtain a sufficient level of understanding of USAID's environmental guidelines.
- Define environmental procedures for MIDAS projects.
- Prepare and develop Environmental Reviews for MIDAS projects or help and assess proponents in the preparation.
- For those projects that need one, prepare Terms of Reference for Environmental Assessments or Impact Environmental Assessments.
- Prepare addendums to previously approved Environmental Reviews.
- Prepare all the needed paperwork to request changes to the approved PERSUAP.
- When required, participate in meetings (in or outside MIDAS) or decision making events related with environmental issues.
- Create environmental formats by project for follow up purposes (for example, grants and projects).

- Revise or supervise the revision of environmental periodic reports.
- Participate in environmental planning activities.
- When required so, participate in other planning activities different from environmental.

### **Financial Coordinator**

- Plan, execute and monitor all project budget transactions and financial indicators (Program and Projects).
- Analyze budget projections and expenditures.
- Plan and Review projection scenarios.
- Support the achievement of expenditure objectives.
- Manage all files relevant to budget projection and budget execution.
- Approve budgetary requirements.

### **Budget Officer**

- Prepare, consolidate, validate and provide budget and expenditure information for reports.
- Approve budgetary requirements.
- Support the monitoring of burn rate and budget execution.
- Prepare and provide budget and burn rate information to areas and components.
- Keep actualized data base of budget and expenditure information.
- Manage all files relevant to budget projection and budget execution.
- Support the development of financial indicators (Program and Projects).

### **M&E and Environmental Field Information Specialist**

- Plan and arrange, inside and outside the organization, the logistic requirements for field trips to be made by personnel under the Program Planning Manager.
- Identify the contact in each project that would be attending the visit.
- Select the sample.
- Identify the correspondent routes.
- Define the term for each visit.
- Schedule periodic visits to the site projects (MIDAS Program).

- In addition, this professional is responsible for reviewing the field visit reports issued by the M&E regional staff and notify any non-conformance to the M&E Coordinator or Environmental Coordinator.

### **Environmental Specialist**

- Establish communication mechanisms and channels with representatives from MIDAS projects.
- Help project representatives to manage environmental information and prepare required reports.
- Collect, organize, analyze and/or prepare Environmental related Information for projects in charge.
- Prepare statistical data related to environmental activities.
- Review and revise environmental reports from projects in implementation

### **M&E Specialist**

- Collect, organize, analyze and/or prepare M&E related Information from the respective MIDAS' components
- Make follow-up visits to projects in implementation by different components
- Help the M&E area to manage project information and prepare required reports to REVA Committee and to USAID
- Prepare statistics
- Help to design and develop the mechanism to gather information for each component
- Identify and manage other information needs
- Use and manage, whenever necessary, software or software developments related to projects' information processing\*
- Assure that the survey formats designed to collect the field work data disaggregate gender and vulnerable population information

### **Program Officer**

- Update SIMProject;
- Prepare information for review committees and REVA;
- Support the preparation of reports.
- Besides carrying out the same functions as the Component specialists for the Policy Component, the Program Officer must also support other activities of MPC, such as gathering information and devising reports.

### **Component Specialists (3)**

- Train project representatives in USAID and MIDAS type procedures and in use of software needed for the production of the M&E and Environmental reports.
- Collect, organize, analyze and/or prepare M&E related Information for MIDAS' projects.
- Collect, organize, analyze and/or prepare Environmental related Information for MIDAS' projects.
- Collect, organize, analyze and/or prepare geographic related information for MIDAS' projects.
- Carry out field verification visits to MIDAS' projects, according to the schedule prepared by the Program Planning Chief.
- Apply the mechanisms to gather field information for each type of project, de-signed in the central office.
- Coordinate relations with other regional institutions involved with MIDAS' projects under Outreach guidance.
- Prepare regional information reports according to Outreach requirements.
- Identify and manage other information needs.
- Perform field visits to the areas where MIDAS Program is developing projects and produce the report of each visit.

### **Corridor Offices Specialists (6)**

- Train Grantees and their technical staff in the preparation of the monthly indicator report and in the use of the software needed to manage the information.
- These professionals will also be in charge of performing field visits and conduct verifications in both, site project and Grantees offices.
- Prepare and develop Environmental Reviews for MIDAS' projects or help

### **2.3. THE M&E TOOLS**

Since all M&E activities are related to information management, having adequate and sufficient mechanisms to collect, handle and store information is especially relevant. One of these tools is SIM System. This platform has been designed to facilitate the process of collecting and managing information, to then make it available for internal and external use.

The SIM Platform, a web-enabled system designed to manage the MIDAS Component's projects, is composed of the following modules:

- **SIMSecurity**: designed for managing user accounts and user profiles to access SIM modules.

- **SIMProject:** manages project information for all phases. This module produces reports on projects' performance.
- **SIMApproval:** manages projects' contracts and grants information and approval.
- **SIMBudget:** manages projects' budgets.
- **SIMITS:** is a workflow allows tracking and approval of projects' invoices.

The Primary source of information comes from MIDAS project grantees and from M&E staff reports. Grantees are referencing their plots with the use of GPS as an activity to be performed by their Technical Assistants.

Secondary Sources identified at the moment are DANE, DNP, DNE, SIMCI, Ministry of Agriculture, Ministry of Environment, Ministry of Social Protection, CAR, etc. Other USAID programs would also provide information useful to identify areas of potential coordination.

The source of cartographic information are the Instituto Geográfico Agustín Codazzi – IGAC and the thematic information sources from UNODC/SIMCI – DIRAN, INCODER, IDEAM, Ministry of Environment, Municipal Zoning Plans (POT), among others.

The thematic data of interest to MIDAS are: illicit crops locations, natural forest extensions, land uses, location of municipalities and veredas, location and extension of licit crops, spatially explicit socioeconomic data, and all relevant information that can be used as a management tool. In the case of IGAC, SIMCI and INCODER written agreements are required to have access to their digital information.

M&E tools comply with the following guidelines:

1. Every tool responds to an information need, taking into account user's characteristics;
2. Tools are versatile and adjustable;
3. When designing new tools or adapting old ones, lessons learned from past experiences should be incorporated;
4. Tools strive for building up a coherent and convergent system. Redundant or divergent applications should be avoided;
5. Tools comply with security standards, always seeking to preserve data integrity and statistical confidentiality.

Furthermore, if agreements are reached, databases will be created and shared with other USAID programs to manage project and proponent information, facilitating coordination, avoiding repetition, benefiting recipients and enhancing projects' impacts. The purpose of this action is to create synergies between programs and avoid wasted efforts in repeated projects.

# 3. MEASURING PERFORMANCE

## 3.1. REPORTS

The M&E team works with two types of reports: those provided by members of the team and those submitted by the Grantees and Subcontractors. Most of the reports prepared by team members fall into two categories: Initial Verification Reports and Follow-up Reports.

### 3.1.1. M&E Team Reports

#### 3.1.1.1. General Description

The Initial Verification Report's main purpose is guaranteeing that there are no linkages between funded projects and illicit activities, especially drug related ones and terrorism. An initial verification will include ABC, CFC and SME projects, and, in case of the counter-narcotics/terrorism clauses, this will be done for all MIDAS components. When a project is ready for signing a grant or contract, and before the first disbursement, a field visit is performed to the project location (when the project includes several locations, a random sample of locations will be chosen). The M&E regional specialist carries those visits, and his/her job will have two purposes: to verify the absence of illicit crops in project locations, and to verify the presence of licit crops already established.

The Follow-up field visits are meant to supervise project compliance and goal achievement during the life span of any given project. These visits fulfill all of the following four objectives:

- Verify information reported by proponents through the M&E application form
- Verify the crop's health condition
- Verify environmental compliance
- Verify that initial conditions regarding the absence of illicit crops and people's linkages to the production or trafficking of drugs or terrorist groups remain unchanged.

Visits are performed for all MIDAS projects by regional specialists. To carry out the visits the M&E team creates a customized Monitoring Plan for each project. This plan contains information regarding the pertinent indicators and goals. The Monitoring Plan is part of the grant or contract and, therefore, failure to comply with its provisions has legal implications. The Monitoring Plan for each project includes the following:

- Definition of indicators

- Frequency and deadlines for report delivery
- Support documents to be attached to the report
- Field-data collecting templates
- Information storage location
- Person responsible for keeping archives with support documents
- Person responsible of delivering periodic reports

Grantees or Subcontractors prepare and submit monthly reports to MIDAS M&E staff. Those reports are the basis for producing Quarterly and Annual reports submitted to USAID, and to, among other MIDAS information, demonstrate program performance.

### **3.1.1.2. Verification Protocol**

#### **Initial Verification Visits**

##### ***Defining the Universe:***

Once there is a high degree of certainty about signing a new agreement (grant or contract), the M&E team requires the proponent to submit a list of possible beneficiaries from the project. The list includes additional information such as: vulnerable groups targeted, hectares associated to the project, association (if existing), municipality, vereda, name of the farm and crop of influence (coca or poppy). If at least 35% of the selected areas to be planted have been identified, one visit will be scheduled to a selected sample. If the complete site selection will be determined as part of the project's activities, new visits will be scheduled until this percentage has been completed. In any case, disbursements cannot exceed the percentage of determined locations used to establish the sample, providing that the visit (or visits) has (have) been successful.

##### ***Defining a Sample:***

The size of any given sample can vary between 7 and 10%, depending on the number and location of farms or sites that make up the universe. When the universe is made up of very small and scattered areas (for instance, in several municipalities and/or departments), the size of the sample should approach 7%. When areas are bigger or in close proximity, the size should be closer to 10%. Once a sample size has been determined, the sample is distributed proportionally between the municipalities that host the project. This means that if a municipality harbors 25% of area of a project, it should have 25% of the sample sites. Specific farms will be chosen randomly. The following example is made for a project that covers 200 hectares with a sample of 7%:

**Table 1**

<b>Municipality</b>	<b>Hectares</b>	<b>% Area</b>	<b>Hectares to visit</b>
<b>A</b>	<b>100</b>	<b>50</b>	<b>14*0.50=7.0</b>
<b>B</b>	<b>30</b>	<b>15</b>	<b>14*0.15=2.1</b>
<b>C</b>	<b>20</b>	<b>10</b>	<b>14*0.10=1.4</b>
<b>D</b>	<b>50</b>	<b>25</b>	<b>14*0.25=3.5</b>
<b>TOTALS</b>	<b>200</b>	<b>100</b>	<b>14</b>

**Visit:**

Specialists from the Regional offices will be in charge of the visits. Following the guidelines given by the Program Planning Department, they will be responsible to agree with proponents on the day and time of the visit and to make an appointment with a project representative that who take part in the activity. The visit includes, at least, the following activities:

- A survey form to be signed by the surveyed and the visitor. This form includes a section in which the specialist declares whether he/she found illicit crops in the site or linkages to any terrorist activities.
- Photographic record of each farm visited; pictures should be taken from recognizable spots.
- Geographic information (GPS points) of each farm visited.

Every verification visit results in a written report.

**Follow-up Verification Visits**

The procedure necessary to prepare and carry out a follow-up visit is the same as the one described for initial verifications. Only one additional item is included. According to the approved PERSUAP and the Environmental Review, environmental follow-up visits should be made every three months during the life of each project. Environmental and M&E visits are done simultaneously for efficiency purposes. These visits also include verification of compliance with counter-narcotics/terrorism clauses.

**3.1.2. Non-M&E Team Reports**

This category refers to all the reports that come from other areas within MIDAS or from outside Grantees and Subcontractors. Component managers will be required to submit two types of reports:

1. Quarterly reports regarding goal performance; these reports help decision-making processes and problem solving.
2. Yearly reports regarding project implementation and goal compliance: these reports contain a comparison between foreseen results and actual results, by project and component. For instance, estimates disbursements, sales, jobs created, hectares planted, etc. are compared with actual results for each category. These reports will help USAID, the Chief of Party and Component Managers, among others, in assessing the program development and in implementing timely changes to improve results.

Grantees are also expected to submit monthly reports using a format created by the M&E team for that purpose, in which project managers will inform on their projects' performance. This constitutes a contractual obligation; not presenting these reports or failing to obtain their approval will hold back disbursements.

To improve reports and help projects, the M&E team will offer training to technical personnel in charge of reporting. Regional specialists will provide on-site training, once the contract or grant is signed. Additional training and assistance will be provided in person, by phone or internet or per request of contract representatives.

## **3.2. INDICATORS**

Indicators express and resume program goals. There are three types: USAID indicators, internal program performance indicators (Key indicators) and Review, Evaluate, Verify, Advise (REVA) indicators. USAID indicators are called ACI indicators and consist of a list provided by USAID, from which each program selects those that respond to its particular activities and goals. Taking into account MIDAS wide range of action, twelve indicators are relevant to the program. They concern ABC, SME, and CFC goals (see Annex A). These indicators attempt to measure MIDAS social and economical impact and its success in investing USAID's resources.

The Policy component has designed a serious of indicators to assess its performance .Also select o group of milestones and accomplishments have been identified by sub-component in line with each activity's goals.

### **3.2.1. ACI Indicators**

According to the Mission's strategic objectives and MIDAS' objectives, ACI indicators were selected when they were relevant to the nature of the components. The following figure shows the ACI indicators distributed by components. The specific description of each indicator is found in Annex A.

**Figure 5**

**INDICATORS BY COMPONENT**

#	Performance Indicators	SO	IR	ABC	CFC	SMEC	MPC
1	1. Hectares Supported (New Has)	SO2	2.1	•	•	•	
2	2.A Hectares of Natural Forest supported through the USAID alternative development program / Hectares coming from new Forest Management Plan (FMP)	SO2	2.3		•		
	2.B Hectares of Natural Forest supported through the USAID alternative development program / Hectares under conservation with minor harvesting for silvicultural management	SO2	2.3		•		
3	3. Number of licit Jobs Created	SO2, SO3	2.1	•	•	•	
4	4. Number of Families Benefiting from AD activities	SO2	2.1	•	•	•	
5	5. Sales (or Gross Market Value of Licit Production Supported) by USA D/Colombia's Alternative Development Program	SO2	2.1			•	
6	6. Producer Associations/Processor Strengthened	SO2	2.2	•	•	-	
7	7. Number of Private Sector Firms Formed or Strengthened	SO2	2.2	•	•	•	
8	8. Private Sector Funds that are leveraged by USAID (us\$000)	SO2, SO3	2.1		•	•	
9	9. Public Sector Funds that are Leverage by USAID (us\$000)	SO2	2.2		•	•	
11	11. Number of Communities, producer groups or associations that have signed agreements to become and/or remain "illicit crop free"	SO2	2.1	•			
	12. Number of USA D Assisted Families tha have signed or are included under "Illicit Crop Free" Agreements	SO2	2.1	•			

SO: Strategic Objective  
 IR: Intermediate Result  
 AD: Alternative Development

Note: The Performance Indicators 1 to 12th related to (SO2/SO3), use the ACI indicators definitions approved included in the Annex A.

**3.2.2. Internal Program Performance Indicators**

Goals for these indicators are defined by the MPC component in the approved 2008 WP. Follow-up to the goals set for each indicator will be done on a quarterly basis, analyzing the success of the chosen strategies and adjusting procedures to better suit the Program's objectives.

**Figure 6**

Performance Indicators	SO	IR	Year 1	Year 2	Year 3	Year 4	Year 5	LOP
1. Laws Presented		3.2	1	7	6	1	0	15
		3.3						
		3.4						
2. CONPES Implemented		3.1	0	9	10	1	0	20
		3.2						
		3.3						
		3.4						
3. Decrees passed		3.1	11	26	21	4	0	62
		3.2						
		3.3						
		3.4						
4. Institutional Reforms		3.1	4	15	21	2	0	42
		3.2						
		3.3						
		3.4						

The proposed indicators are shown in Annex A.

### **3.2.2.1. Component Description**

The main objective of MIDAS Program's Macro Policy Component (MPC) is to support the Colombian government in the promotion of reforms aimed at improving economic growth and boosting national competitiveness, thus stimulating an economic context able to foster progress and sustainability. Its specific objectives are:

- To ensure long-term progress and sustainability of the results proposed in the National Development Plan.
- To promote productiveness and competitiveness inside the productive sector in order for it to explore the competitive advantages that emerge with integration of international markets.
- To create policies and to promote institutional strengthening to support sustained growth of SME, agribusinesses and forestry business.

The MPC focus on three axes in order to achieve its results:

- Support of Legal Reforms and development of a regulatory framework for public policies.
- Support of Institutional Reforms able to create better practices in the government and private institutions in order to promote sustained growth.
- Development of the private sector to improve its ability to comply with international requirements and standards so it can take more advantage of the opportunities that emerge with commercial integration.

### **Areas**

- Technical Norms
- Sanitary and Phyto-sanitary Standards
- Customs
- Labor market
- Fiscal Policy
- Financial Markets
- Land Access
- Agriculture, Forestry and Environment
- Competitiveness
- Public purchases

### **3.2.2.2. Indicators**

The support provided by the Policy Component to the government is measured through issued administrative acts which allow the effective implementation of reforms: Laws, Decrees and resolutions, CONPES Documents, Institutional Reforms.

### **3.2.3. Qualitative Indicators**

Responding to USAID request for the inclusion of qualitative indicators, particularly those pertaining the ability of the program to support sustainable livelihoods, the Program Planning Department was designed the terms of reference for a suitable methodological tool and will select a group of projects (2-3) coming to closure to test the methodology. This pilot phase will help define a general set of indicators to be used across all projects.

## **3.3. REVA PROCESS**

After all of the support needed to implement a business plan is secured, a grant or sub-contract is signed with the proponent to provide MIDAS financial support for an agreed set of activities essential to the success of the business plan. The project begins then implementation and MIDAS will monitor its progress versus the activities outlined in the business plan.

REVA is a project monitoring and support tool developed by CAPP to assist in the review and evaluation of project progress. The REVA process starts in the field with project implementers –typically standard grant recipients– completing a required, standardized report format. This includes several tables that compare project progress against performance indicators outlined in the business plan, and a brief explanation about principal accomplishments, challenges and solutions that help the reader to understand how the project is progressing and where it needs or will need help. The REVA report format complements the invoicing and environmental indicator reports that are also required on a monthly basis.

This monthly reporting package is received and reviewed by the Technical Teams (Agribusiness, Commercial Forestry and SME), Grants and Sub-Contracts Department and Finance specialists. Maximum duration within each department is three business days. Program Planning reviews M&E indicators and environmental reports to make sure they are consistent with the grantees obligations.

Technical team specialists are responsible for reviewing and evaluating project progress as established in the project's description and Award Budget as reported by the Grantee. Because component specialists make frequent field visits, they are able to understand the REVA reports, confirm that the reported information is accurate, and complement the Grantee report with their own observations.

The Proposal/Project Coordinator is responsible for writing a brief summary of the project's progress, including key issues to be resolved and actions required to keep the project on schedule. This summary is then presented by the assigned Proposal/Project Coordinator before disbursements are authorized. A REVA committee has been established to analyse specific projects performance. Project information that may be presented at the REVA Committee includes site visit reports from Corridor Offices and from the M&E and environmental professionals, project performance versus initial estimations (as detailed in MS Project reports), success stories and valuable lessons learned.

By using standardized Grantee Report Formats, the progress reporting process is streamlined, and the internal progress review process is facilitated. This will allow the MIDAS Team to focus on potential areas of concern regarding project sustainability.

REVA is a project-monitoring tool that can effectively evaluate project progress while warning of potential project areas of concern. Due to its multi-faceted team approach, involving technical, M&E, environment, finance and Grants and Sub-contracts specialists, the REVA allows the entire team to focus its attention on achieving results and program goals and objectives via sustainable projects.

# 4. STRIVING FOR QUALITY

## 4.1. COLLECTING DATA

The responsibility to collect information resides in Grantees and Subcontractors, with the help and support of MIDAS personnel working from corridor offices. The following procedures are followed to guarantee results:

When the business plan is being developed, it clearly states that gathering required information is a responsibility of the Grantees and Subcontractors, with the help and support of personnel working from MIDAS corridor offices. This information is used by MIDAS to supervise project performance and report to USAID on the achievements obtained with the invested resources managed by the Program. To do this the project must name an individual in charge of preparing, submitting and filing M&E reports. Project Coordinators, who are the main stewards of project follow-up, should always be informed of any exchange between the MIDAS PPD team and the grantees.

When a grant or contract is being signed, the M&E specialist residing in the regional office should visit the proponent, and train and inform the chosen personnel on the use of forms and templates, the use of any required software, report preparation and reporting schedule. Reports should be submitted in both a hard and a soft copy and should include support files.

## 4.2. DATA QUALITY

To assure the information's quality, some parameters and procedures have been established through the monitoring process (collecting, preparing, reviewing and submitting information).

- **Validity:** The information used to feed an indicator determines the results. Using worksheets and the data-base, information, is double-checked to avoid duplicity. In addition, periodic verifications allow the M&E team to assess and determine the information's accuracy.
- **Integrity:** To avoid mishandling information, all instruments and procedures used to collect data are designed from MIDAS headquarters, defining the supporting documents required in addition with any report.
- **Precision:** To determine project locations MIDAS will use GPS tools. In this case, precision is determined by the quality of equipment and by the maps then used to analyze information.
- **Reliability:** Collecting and handling data is done following previously determined and explained procedures. Any procedure is explained in writing so that any new employee can understand the work to be done and obtain the same results as the previous one.
- **Timeliness:** Besides complying with USAID regulations, information is used in timely decision-making processes during project implementation (for instance, in REVA committees).

### **4.3. INFORMATION BREAKUP**

To comply with provisions included in the contract, information collected for ACI indicators will be divided in the following categories:

- Municipality
- Vereda
- Gender
- Vulnerable groups (i.e. Indigenous Communities, Displaced Persons, Demobilized, African-Colombians)

Templates to submit information regarding beneficiaries include one column per each category.

### **4.4. SECURITY**

MIDAS has a Security Manager, shared with other ARD programs. This person is in charge of supporting staff members, developing and implementing safety measures; besides, he is expected to prepare reports on areas that harbor MIDAS' projects or areas that are scheduled to be visited.

The Security Manager is requested to produce a Security Report three days in advance to each field visit. This report is used by the Verification Coordinator to ensure that the places to visit don't represent an evident risk for the MIDAS staff traveling to the project sites. Additionally, the report has contact information in case of any event during the visit period.

### **4.5. ALLIANCES**

To improve verification activities regarding illicit crops in plots included within MIDAS' projects, it is very important request the support of public institutions like the Police's Anti-drugs department (DIRAN); they can offer geographical information on illicit crops. That is why a written agreement would be very useful to:

- Analyze collected information and produce a written report (soft and hard copy) to be handed to both parts. To do this, information regarding illicit crop areas from the data-base should be compared with project location.
- Schedule and carry out joint visits to difficult areas (by air or land).
- Define buffer zones for licit productive projects when they concur with the PECIG. (Programa de Erradicación de Cultivos Ilícitos por Aspersión con Glifosato)
- Print and provide color maps resulting from flights done within this agreement.
- Share software and equipment to develop or print maps, images and data-bases that may strengthen this agreement.

- Access to the digital maps with illicit crops locations for analysis and planning MIDAS verification visits.

# ANNEXES

## Annex 1: Indicator Reference Sheets - ACI

INDICATOR REFERENCE SHEET - ACI	
<b>Strategic Objective:</b>	Expanded Economic and Social Alternatives to Illicit Crop Production.
<b>Intermediate Result:</b>	ACI Indicator # 1
<b>Indicator:</b>	Hectares of licit crops supported through the USAID alternative development program.
DESCRIPTION	
<p><b>Precise definition(s):</b> Licit crops supported are defined as those promoted by the USAID program. Crops promoted refer to crops planted to expand economic and social alternatives to illicit production and/or those licit crops already established and improved/maintained with USAID assistance. (Note: under this indicator, hectares of forestry plantations for crops such as cacao as well as hectares of products such as pine, mahogany, teak, eucalyptus, and other wood types that are cultivated for commercial purposes are also included).</p> <p>In case of MIDAS –ABC the following must be taken into account:</p> <ol style="list-style-type: none"> <li>In addition to establishment of new hectares, MIDAS ABC efforts seek to support the renovation/rehabilitation of existing hectares. Equivalences between new hectares and renovated/rehabilitated hectares will be determined as follows:               <ol style="list-style-type: none"> <li>Renovation via replanting of crop will be registered as 100% new hectares.</li> <li>Rehabilitated hectares of cacao will be registered according to the capacity of a rehabilitated hectare to produce the same output and/or income than a new hectare. Grantees will provide information on the average number of trees per hectare their farmers had before rehabilitation, and the percentage of rehabilitation that will take place. If this percentage is at least 50%, and no less than 25% new trees are introduced, the hectare will count as a new hectare. If these percentages are lower, a proportionality factor will be calculated.</li> <li>Rehabilitated and supported hectares will be counted as 100% new hectares in projects involving Afro Colombian and indigenous communities. The technical approach will be determined on a project by project basis and will be included in the PD.</li> </ol> </li> <li>Every hectare planted between the time of project presentation to MIDAS and project approval, will be registered as a new hectare, considering that technical conditions may require planting before project approval. Grantees must demonstrate that they had available supplies in nurseries, and that there was an imminent risk of missing the vegetative materials or the planting season if crops were not planted.</li> <li>Projects with associated crops such as cocoa, that require other species, i.e. plantain, or trees as secondary crops for shading will be considered established once any of the crops (primary or secondary/associated) is planted in its definitive location and the land has received all necessary technical preparation. MIDAS will verify that the primary crop is effectively planted before the project's conclusion, and thus accounted for in MIDAS statistics.</li> <li>Other economic activities in rural areas (such as cattle ranching and fisheries) require the creation of a conversion factor to determine their equivalence in terms of new hectares. The conversion factor has been established as the average between two ratios: i) the number of average yearly working days created by the proposed project divided by 67 (the average number of working days/<i>jornales</i> a hectare in Colombia creates<sup>1</sup>); and ii) the average yearly income generated by the proposed project, divided by USD\$1,900 (the average annual income generated per hectare in Colombia<sup>2</sup>). The equivalent hectares per project will be included in the Project Description (PD) and Monitoring Plan.</li> </ol> <p><sup>1</sup>Source: Ministerio de Agricultura y Desarrollo Rural – Instituto Interamericano de Cooperación para la Agricultura -- IICA. 2004. <i>Observatorio Agroclimas</i>. Calculations exclude coffee and flowers</p> <p><sup>2</sup>Source: Ministerio de Agricultura y Desarrollo Rural – Dirección de Política Sectorial, 2004; Departamento Nacional de Planeación 2004; Banco de la República 2004. Calculations exclude coffee and flowers.</p> <p><b>When to account it?</b> Hectares planted or rehabilitated in its definitive location. <b>Why?</b> We can ensure that changes in land-use are effectively occurring. It prevents the substitution of licit crops by illicit crops and ensures the substitution of illicit crops for licit crops. It measures the efficacy of technical assistance and the optimal use of the funding provided by USAID.</p> <p><b>Justification/ Management Utility:</b> This indicator measures the number of hectares of licit crops supported as an alternative to illicit production financed through alternative development projects.</p>	
PLAN FOR DATA ACQUISITION BY USAID	
<b>Data Collection Method:</b>	Field reports from USAID-assisted organizations. Data reviewed and processed by USAID contractors and grantees.
<b>Method of Acquisition by USAID:</b>	Implementing partners
<b>Data Source(s):</b>	Implementing partner Reports
<b>Frequency/Timing of Data Acquisition:</b>	Monthly MIDAS/ Quarterly USAID
<b>Estimated Cost of Data Acquisition:</b>	Cost subsumed under contract/grants
<b>Responsible Individual(s) at USAID:</b>	USAID AD Staff

DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** Fourth Quarter 2006  
**Known Data Limitations and Significance (if any):** Licit crops supported do not necessarily replace illicit crops.  
**Actions Taken or Planned to Address Data Limitations:** Close coordination with local partners and upfront agreements in order to ensure all illicit crops are eliminated before providing assistance.  
**Date of Future Data Quality Assessment:** Fourth Quarter 2008

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Data are analyzed by USAID, contractors and grantees. Data are compared with previous periods to establish increases in hectares utilized for licit cultivations.

**Review of Data:** Quarterly basis

**Reporting of Data:** Quarterly and Annual Reports.

OTHER NOTES

**Baselines/Targets:** FY Figures  
**Location of Data Storage:** USAID and Contractor Offices  
**Disaggregated by:** Licit crops supported in coca areas, licit crops supported in poppy areas, and hectares of forest managed.  
**Unit of Measure:** Hectare (numbers). Includes new hectares planted, hectares renovated, rehabilitated and equivalent hectares from other economic activities.

Year	Target	Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Licit crops supported	7,770	3,362	7,770	3,362
2007	Licit crops supported	68,241	40,314	76,011	43,677
2008	Licit crops supported	72,806		148,817	
2009	Licit crops supported	49,003		197,820	
2010	Licit crops supported	5,211		203,031	
<b>LoP Goal</b>	Number of licit crops created			<b>170,695</b>	

**Note:** Contractual LoP Goal: 217,239  
 Last updated in Feb. 2.008 by PPD

INDICATOR REFERENCE SHEET - ACI

**Strategic Objective:** Expanded Economic and Social Alternatives to Illicit Crop Production.  
**Intermediate Result:** Internal Indicator  
**Indicator:** Hectares of licit crops supported through the USAID alternative development program.

DESCRIPTION

**Precise definition(s):** Licit crops supported are defined as those promoted by the USAID program. Crops promoted refer to crops planted to expand economic and social alternatives to illicit production and/or those licit crops already established and improved/maintained with USAID assistance.  
 Thanks to the work of the SMEC, ABC, and CFC, more than 50,000 hectares (47,216 from SMEC, 592 from CFC, and 4,814 from ABC)<sup>i</sup> will be supported through technical assistance during the Life of the Project. In spite of not being a contractual indicator, MIDAS has currently the capacity to collect, verify, and report progress in this indicator, thus contributing to enhance the overall performance of the Mission in this area. In order to qualify for Supported Hectares, a significant set of activities are being developed and documented: marketing arrangements are improved, technical assistance is being provided to the beneficiaries, socio-managerial strengthening training is being provided, good agricultural practices are being transferred, and USAID environment regulations are complied with.  
**When to account it?** Technical assistance has been provided. **Why?:** It prevents that illicit crops substitute licit crops. It measures the efficacy of technical assistance and the optimal use of the funding provided by USAID.  
**Justification/ Management Utility:** This indicator measures the number of hectares of licit crops supported as an alternative to illicit production financed through alternative development projects.

PLAN FOR DATA ACQUISITION BY USAID

**Data Collection Method:** Field reports from USAID-assisted organizations. Data reviewed and processed by USAID contractors and grantees.  
**Method of Acquisition by USAID:** Implementing partners  
**Data Source(s):** Implementing partner Reports  
**Frequency/Timing of Data Acquisition:** Monthly MIDAS/ Quarterly USAID  
**Estimated Cost of Data Acquisition:** Cost subsumed under contract/grants  
**Responsible Individual(s) at USAID:** USAID AD Staff

DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** Second Quarter 2008  
**Known Data Limitations and Significance (if any):**  
**Actions Taken or Planned to Address Data Limitations:** Close coordination with local partners and upfront agreements in order to ensure all illicit crops are eliminated before providing assistance.  
**Date of Future Data Quality Assessment:** Fourth Quarter 2008

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Data are analyzed by USAID, contractors and grantees. Data are compared with previous periods to establish increases in hectares utilized for licit cultivations.  
**Review of Data:** Quarterly basis  
**Reporting of Data:** Quarterly and Annual Reports.

OTHER NOTES

**Baselines/Targets:** Cumulative totals from FY 2006  
**Location of Data Storage:** Implementing Partners and USAID office  
**Disaggregated by:** Licit crops supported by municipalities.  
**Unit of Measure:** Hectare (numbers).

Year	Target	Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Licit crops supported	0	0		0
2007	Licit crops supported	0	25,152		25,152
2008	Licit crops supported	27,470		27,470	
2009	Licit crops supported	0		27,470	
2010	Licit crops supported	0		27,470	
<b>LoP Goal</b>	Licit crops supported			<b>52,622</b>	

Indicator created by PPD / MIDAS Program in Feb. 2008

Indicator Reference Sheet					
<b>Strategic Objective:</b>	Expand Economic and Social Alternatives to Illicit Crop Production				
<b>Intermediate Result:</b>	ACI indicator # 2.A				
<b>Indicator:</b>	Hectares of Natural Forest supported through the USAID alternative development program / Hectares coming from new Forest Management Plan (FMP).				
DESCRIPTION					
<b>Precise definition(s):</b> This indicator refers to the number of new hectares of natural forest that are part of a Sustainable Forest Management Plan formulated under GoC and USAID assistance. FMP are fundamental instruments to achieve sustainable use of natural resources and conservation. The hectares reported under FMP are considered "part of the path to return to licit forestry management".					
<b>When to account it?</b> The areas are accounted for when forestry management plans are approved by the Corporaciones Autónomas Regionales (CARs) or other authorities. <b>Why?:</b> Only when this approval is obtained, communities can undertake the activities described in the plan.					
<b>Justification/ Management Utility:</b> This indicator is another means of measuring the capacity to maintain areas vulnerable to illicit crop cultivation, free from coca or poppy.					
PLAN FOR DATA ACQUISITION BY USAID					
<b>Data Collection Method:</b> Field reports from USAID-assisted organizations and final documents plans.					
<b>Method of Acquisition by USAID:</b>		Implementing partners provide verifiable information to USAID			
<b>Source(s):</b>		Implementing partner reports			
<b>Frequency/Timing of Data Acquisition:</b>		Monthly MIDAS/ Quarterly USAID			
<b>Estimated Cost of Data Acquisition:</b>		Cost subsumed under contract/grant			
<b>Responsible Individual(s) at USAID:</b>		USAID AD staff			
DATA QUALITY ISSUES					
<b>Date of Initial Data Quality Assessment:</b>		Second Quarter FY 2006			
<b>Known Data Limitations and Significance (if any):</b> This indicator per se does not guarantee that the plans are implemented.					
<b>Actions Taken or Planned to Address Data Limitations:</b> Coordinate with GOC and partners to ensure follow through.					
<b>Date of Future Data Quality Assessment:</b>		Fourth Quarter FY 2008			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING					
<b>Data Analysis:</b> Implementer, USAID/AADO, and USAID/Program Office will review validity of data.					
<b>Review of Data:</b>		SO Portfolio Review, Mid-term Review, and Annual Report.			
<b>Reporting of Data:</b>		Monthly and Quarterly			
OTHER NOTES					
<b>Baselines/Targets:</b>		FY Figures			
<b>Location of Data Storage:</b>		Implementing Partners and USAID office			
<b>Disaggregated by:</b>		Department and Municipality and when possible, ethnic group, benefited and gender.			
<b>Unit of Measure:</b>		Hectare (number)			
Fiscal Year	Indicator	Targets			
		Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Hectares devoted to licit natural forest management	0	0	0	0
2007	Hectares devoted to licit natural forest management	62,302	30,481	62,302	30,481
2008	Hectares devoted to licit natural forest management	41,722		104,024	
2009	Hectares devoted to licit natural forest management	0		104,024	
2010	Hectares devoted to licit natural forest management	0		104,024	
<b>LoP Goal</b>	Hectares devoted to licit natural forest management			<b>72,203</b>	
<b>Note:</b> Contractual LoP Goal: 150,000 Has included in Hectares of Natural Forest Indicator					
<b>Indicator created by AD office in June 2005.</b>		Last updated on: Feb 2008 by M&E and CFC			

Indicator Reference Sheet					
<b>Strategic Objective:</b>	Expand Economic and Social Alternatives to Illicit Crop Production				
<b>Intermediate Result:</b>	ACI indicator # 2B				
<b>Indicator:</b>	Hectares of Natural Forest supported through the USAID alternative development program/ Hectares under conservation with minor harvesting for silvicultural management.				
DESCRIPTION					
<p><b>Precise definition(s):</b> This indicator refers to the number of hectares of natural forest effectively managed by communities to ensure its sustainability. It includes the hectares under management for long-term timber extraction effectively managed by communities and the hectares of natural forests effectively preserved by communities. As part of the agreements with MIDAS, communities should commit to both a specific number of hectares and their location, for which they can assure that no illegal cutting or other prohibited interventions are occurring and for which forest are recovering. This indicator will be evaluated through remote imagery and field visits that, by a random sample method, will ensure compliance with commitments.</p> <p><b>When to account it?</b> When reports of current land-use are presented by the monitoring officer. <b>Why?:</b> The analysis of the reports assure that the activities developed to preserve the forest are being implemented.</p> <p><b>Justification/ Management Utility:</b> This indicator measures the capacity to maintain areas vulnerable to illicit crop cultivation, free from coca or poppy.</p>					
PLAN FOR DATA ACQUISITION BY USAID					
<b>Data Collection Method:</b> Field reports from USAID-assisted organizations and final documents plans.					
<b>Method of Acquisition by USAID:</b>	Implementing partners provide verifiable information to USAID				
<b>Source(s):</b>	Implementing partner reports				
<b>Frequency/Timing of Data Acquisition:</b>	Monthly MIDAS/ Quarterly USAID				
<b>Estimated Cost of Data Acquisition:</b>	Cost subsumed under contract/grant				
<b>Responsible Individual(s) at USAID:</b>	USAID AD staff				
DATA QUALITY ISSUES					
<b>Date of Initial Data Quality Assessment:</b>	Second Quarter FY 2006				
<b>Known Data Limitations and Significance (if any):</b> The indicator cannot guarantee that plans are completely implemented.					
<b>Actions Taken or Planned to Address Data Limitations:</b> Coordinate with GOC and partners to ensure follow through.					
<b>Date of Future Data Quality Assessment:</b>	Fourth Quarter FY 2008				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING					
<b>Data Analysis:</b> Implementer, USAID/AADO, and USAID/Program Office will review validity of data.					
<b>Review of Data:</b>	SO Portfolio Review, Mid-term Review, and Annual Report.				
<b>Reporting of Data:</b>	Monthly and Quarterly				
OTHER NOTES					
<b>Baselines/Targets:</b>	FY Figures				
<b>Location of Data Storage:</b>	Implementing Partners and USAID office				
<b>Disaggregated by:</b>	Department, when possible, ethnic group benefited and gender.				
<b>Unit of Measure:</b>	Hectare (number)				
Fiscal Year	Indicator	Targets			
		Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Controlled Area for Conservation and future minor harvesting	78	78	78	78
2007	Controlled Area for Conservation and future minor harvesting	87	87	165	165
2008	Controlled Area for Conservation and future minor harvesting	18,400		18,565	
2009	Controlled Area for Conservation and future minor harvesting	16,500		35,065	
2010	Controlled Area for Conservation and future minor harvesting	0		35,065	
<b>LoP Goal</b>	Controlled Area for Conservation and future minor harvesting			<b>35,065</b>	
<b>Note:</b> Contractual LoP Goal: 150,000 Has included in Hectares of Natural Forest Indicator Indicator developed by M&E and CFC, February 2008					

Indicator Reference Sheet – ACI					
<b>Strategic Objective:</b>		Expand Economic and Social Alternatives to Illicit Crop Production			
<b>Intermediate Result:</b>		ACI Indicator # 3			
<b>Indicator:</b>		Number of licit jobs created			
DESCRIPTION0.					
<b>Precise definition(s):</b>					
<ul style="list-style-type: none"> <li>A job is an employment opportunity generated (primarily) as a result of USAID assistance to Individual, Micro, Small, Medium or Large private sector enterprises, cooperatives and foundations. The job can be for indefinite or temporary term, and for full or part-time occupancy.</li> <li>For <u>non-agriculture jobs created</u>, a “full-time job” is one that requires a minimum of 40 hours of work per-week during a 260 work-days year.</li> <li>For <u>agriculture jobs</u> “full-time” refers to those which satisfy a “full-time equivalent” (FTE) position. According to DANE, a FTE for agricultural jobs, including rural infrastructure, for one year is equal to 176 workdays (<i>jornales</i> of 8 hours per day) per year. As a result, if a project has reported 352-eight hour workdays, to calculate the FTE, the contractor will divide those 352, eight hour workdays by the 176 work days equivalent to a year, for a total of 2 FTE jobs created. FTE= Workdays/176. (These calculations will be verified by the Mission).</li> <li>Part-time <u>non-agriculture jobs</u> can also be converted into FTEs by adding the number of part-time hours worked over a designated period of time and then dividing by 8 hours. That number will then be divided by 260 to obtain a FTE for non-agricultural jobs. For example, if 2,080 hours of part-time work are accumulated, those 2,080 hours will be divided by 8 hours for 260 days. These 260 work-days divided by DANE’s designation of 260 work days per year would leave us with 1 FTE.</li> <li>Part-time <u>agriculture jobs</u> can also be converted into FTEs by adding the number of part-time hours worked over a designated period of time and then dividing by 8 hours. That number will then be divided by 176 to obtain a FTE for agricultural jobs. For example, if 1,408 hours of part-time work are accumulated, that 1,408 will be divided by 8 for 176 days. These 176 work days divided by the DANES designation of 176 work days per year would leave us with 1 FTE.</li> </ul>					
<b>When to account it?</b> Signed contracts for new jobs, daily wages accrued. <b>Why?:</b> The signed contracts and wages accrued assure that the job has been created and that the grantee is complying with the target.					
<b>Justification/ Management Utility:</b> Counting the number of jobs created is an important instrument to measure if/how USAID is expanding licit economic and social opportunities.					
PLAN FOR DATA ACQUISITION BY USAID					
<b>Data Collection Method:</b>		Standardized data will be collected from contractors and reviewed by USAID.			
<b>Method of Acquisition by USAID:</b>		Info to be collected by contractor monitoring system.			
<b>Data Source(s):</b>		Contractors and grantees.			
<b>Frequency/Timing of Data Acquisition:</b>		Monthly MIDAS/ Quarterly USAID			
<b>Estimated Cost of Data Acquisition:</b>		Subsumed under contract.			
<b>Responsible Individual(s) at USAID:</b>		AD Staff			
DATA QUALITY ISSUES					
<b>Date of Initial Data Quality Assessment:</b>		Fourth Quarter FY 2005			
<b>Known Data Limitations and Significance (if any):</b> Licit jobs do not necessarily/always directly replace illicit jobs. Also, because of the nature of agricultural and part-time jobs, this indicator could lead to double counting; i.e. several FTEs may be created for one person.					
<b>Actions Taken or Planned to Address Data Limitations:</b> Close tracking of number individuals benefiting from FTEs. FTE will begin from 0 every year.					
<b>Date of Future Data Quality Assessment:</b>		Fourth Quarter of FY 2008			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING					
<b>Data Analysis:</b> Data will be analyzed by contractors, CTOs, economics unit, and program office staff.					
<b>Review of Data:</b>		Quarterly and Annual			
<b>Reporting of Data:</b>		Monthly, Quarterly and Annual			
TARGETS AND MEASUREMENTS					
<b>Baselines/Targets:</b> 0 at the beginning of every year.					
<b>Location of Data Storage:</b> USAID					
<b>Disaggregated by:</b>		Agriculture and non-Agriculture; number of individuals; ethnic group benefited; gender, IDPs			
<b>Unit of Measure:</b>		Jobs (number of FTEs)			
Year	Target	Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Number of licit jobs created	4,361	<b>5,305</b>	4,361	5,305
2007	Number of licit jobs created	56,889	<b>58,994</b>	61,250	64,299
2008	Number of licit jobs created	<b>115,957</b>		177,207	
2009	Number of licit jobs created	<b>42,202</b>		219,409	
2010	Number of licit jobs created	<b>2,462</b>		221,871	
<b>LoP Goal</b>	Number of licit jobs created			<b>224,920</b>	

**Note:** Contractual LoP Goal: 177,000

Indicator developed by Andrés Torres, Paul Davis, David Cano and Gerardo Arabe in March 2005. Last updated in Feb. 2008 by PPD

Indicator Reference Sheet					
<b>Strategic Objective:</b>		Promote economic and social alternatives to illicit crop production			
<b>Intermediate Result:</b>		ACI Indicator # 4			
<b>Indicator:</b>		Number of families benefiting from AD activities.			
DESCRIPTION					
<p><b>Precise definition(s):</b> Families choosing the option of growing licit crops or participating in AD activities are considered beneficiaries. Families benefiting refer to 1) those substituting illicit products for licit ones and/or those maintaining/improving already established licit crops; 2) those participating in forest activities; 3) Families benefited from Forest Management Plans through outreach &amp; community participation in planning activities; 4) families benefiting from the SME program by the creation of new jobs; 4) families participating in conservation control and environmental management activities; 5) families participating in alternative economic activities (agro-forestry, fisheries, reforestation, among others.); 6) families participating in training activities;</p> <p><b>Assumption:</b> Those families maintaining/improving established licit crops do not have illicit crops.</p> <p><b>When to account it?</b> When crops area established, contracts for new jobs signed, daily wages accrued, people trained, when outreach events are conducted for Forest Management Plans. <b>Why?:</b> Because we can assure that the families have effectively received the benefits from project interventions that allow them to improve income and quality of life.</p> <p><b>Justification/ Management Utility</b> This indicator measures the ability to maintain areas vulnerable to illicit crop cultivation, free from coca or poppy.</p>					
PLAN FOR DATA ACQUISITION BY USAID					
<b>Data Collection Method:</b> Field reports from USAID-assisted organizations.					
<b>Method of Acquisition by USAID:</b>		Implementing partners provide verifiable information to USAID			
<b>Data Source(s):</b>		Implementing partner reports and PNDA			
<b>Frequency/Timing of Data Acquisition:</b>		Monthly MIDAS/ Quarterly USAID			
<b>Estimated Cost of Data Acquisition:</b>		Cost subsumed under contract			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING					
<b>Data Analysis:</b> A quarterly comparative analysis will be undertaken to observe the impact in improving work stability conditions.					
<b>Review of Data:</b>		Mid-term Review, and Annual Report			
<b>Reporting of Data:</b>		Monthly, Quarterly and Annual			
DATA QUALITY ISSUES					
<b>Date of Initial Data Quality Assessment:</b> Fourth Quarter FY 2005					
<b>Known Data Limitations and Significance (if any):</b> Double counting may affect data quality					
<b>Actions Taken or Planned to Address Data Limitations:</b> USAID supports extensive training of partner organizations to ensure reliability and consistency of data. Double counting risks will continue to be emphasized to all partners tracking this indicator.					
<b>Date of future Data Quality Assessment:</b> Fourth Quarter FY 2008					
OTHER NOTES					
<b>Baselines/Targets:</b>		FY figures			
<b>Location of Data Storage:</b>		Implementing Partners and USAID office			
<b>Disaggregated by:</b>		Ethnic group (Afro-Colombian, Indigenous); gender; municipality, department, urban, rural, IDPs			
<b>Unit of Measure:</b>		Family (number)			
Year	Target	Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Families benefited	9,110	<b>1,893</b>	9,110	1,893
2007	Families benefited	54,428	<b>93,178</b>	63,538	95,071
2008	Families benefited	<b>213,894</b>		277,432	
2009	Families benefited	<b>61,500</b>		338,932	
2010	Families benefited	<b>405</b>		339,337	
<b>LoP Goal</b>	Families benefited			<b>370,870</b>	
<b>Note:</b> Contractual LoP Goal: 151,437					
*In FY 2005, cumulative goal of 80,000 reduced to 65,000. Approved by Andrés Torres and David Cano on April 15, 2003; updated in Feb. 2008, by PPD.					

Indicator Reference Sheet					
<b>Strategic Objective:</b>	Promote economic and social alternatives to illicit crop production				
<b>Intermediate Result:</b>	Internal Indicator				
<b>Indicator:</b>	Number of families benefiting from SME projects and Micro-Credits from MPC				
DESCRIPTION					
<p><b>Precise definition(s):</b> a) Families benefited due to funds allocation from USAID to SME for technical assistance, generating development in economical and technical conditions, improving work-stability for employees hired before AID involvement and for new employees that result from the investment (266,563 benefited families).. b) Families Benefiting from Micro-Credits from MPC (a family benefitted per each 1,25 credits signed)</p> <p><b>When to account it?</b> When base-line data from the grantee becomes available &amp; grants are signed. Monthly reports of financial entities with active clients who have received microcredit which are available to MPC. <b>Why?:</b> The condition of benefited family is known through the grantee's report, which is supported by documents such as employment contracts and micro-credit lists.</p> <p><b>Justification/ Management Utility:</b> it measures the impact and sustainability of support to currents jobs within the strengthened SME and the possibility of creation of new businesses with Micro-Credits</p>					
PLAN FOR DATA ACQUISITION BY USAID					
<b>Data Collection Method:</b> Field reports from USAID-assisted organizations.					
<b>Method of Acquisition by USAID:</b>	Implementing partners provide verifiable information to USAID				
<b>Data Source(s):</b>	Implementing partner reports and PNDA				
<b>Frequency/Timing of Data Acquisition:</b>	Monthly MIDAS/ Quarterly USAID				
<b>Estimated Cost of Data Acquisition:</b>	Cost subsumed under contract				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING					
<b>Data Analysis:</b> A quarterly comparative analysis will be undertaken to observe the impact in improving work stability conditions.					
<b>Review of Data:</b>	Mid-term Review, and Annual Report				
<b>Reporting of Data:</b>	Monthly, Quarterly and Annual				
OTHER NOTES					
<b>Baselines/Targets:</b>	FY Figures				
<b>Location of Data Storage:</b>	Implementing Partners and USAID office				
<b>Disaggregated by:</b>	Ethnic group (Afro-Colombian, Indigenous); gender; municipality, department, urban, rural, IDPs				
<b>Unit of Measure:</b>	Family (number)				
Year	Target	Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Families benefited	9,807	<b>9,807</b>	9,807	10,327
2007	Families benefited	150,581	<b>39,803</b>	160,388	132,918
2008	Families benefited	<b>85,439</b>		245,827	
2009	Families benefited	<b>21,093</b>		266,920	
2010	Families benefited	0		266,920	
<b>LoP Goal</b>	Families benefited			<b>156,142</b>	
<b>Note:</b> Internal Goal: 477,000					
*In FY 2005, cumulative goal of 80,000 reduced to 65,000. Approved by Andrés Torres and David Cano on April 15, 2003; updated in Feb. 2008 by PPD					

Indicator Reference Sheet - ACI						
<b>Strategic Objective:</b>	Expanded Economic and Social Alternatives to Illicit Crop Production					
<b>Intermediate Result:</b>	Strategic Level Indicator (ACI Indicator #9)					
<b>Indicator:</b>	Sales (or Gross Market Value of Licit Production Supported) by USAID/Colombia's Alternative Development Program					
DESCRIPTION						
<p><b>Precise definition(s):</b> This indicator tracks the total agricultural and non-agricultural production of activities directly supported by USAID/Colombia's alternative development program.</p> <p>"Gross Market Value" refers to the total amount of agricultural and non-agricultural production of USAID beneficiaries multiplied by the market price (by product) of that production at the time reported, or, at a yearly market average.</p> <p>"USAID Beneficiaries" refer to those farmers or farm organizations, agro-businesses, small and medium enterprises, artisans or artisan organizations, and other USAID individual and/or organizational participants that receive direct USAID assistance through its contractors and grantees.</p> <p>"Direct USAID Assistance" refers to technical and/or financial support provided by USAID to its beneficiaries through its contractors and grantees.</p> <p>"Sales" refers to a percentage of gross market value of licit production that each contractor <i>reasonably estimates</i> is sold in primary markets. The estimated percentages will be combined by USAID and reported as total sales.</p> <p><b>Justification/ Management Utility:</b> Gross market value of USAID production is critical to measuring the creation of expanded licit economic alternatives and opportunities. Increased production can be consumed by beneficiaries and/or sold to local, national, and/or international markets generating licit income to replace illicit income. Steady licit production is critical to ensuring long-term sustainability of USAID AD projects in achieving the strategic objective.</p>						
PLAN FOR DATA ACQUISITION BY USAID						
<b>Data Collection Method:</b>	Contractors and grantees collect production and price information.					
<b>Method of Acquisition by USAID:</b>	Contractors and grantees provide verifiable information to USAID on a quarterly basis.					
<b>Data Source(s):</b>	SIPSA database, beneficiaries and stakeholders					
<b>Frequency/Timing of Data Acquisition:</b>	Monthly MIDAS/ Quarterly USAID					
<b>Estimated Cost of Data Acquisition:</b>	Subsumed under contact.					
<b>Responsible Individual(s) at USAID:</b>	AD Staff					
DATA QUALITY ISSUES						
<b>Date of Initial Data Quality Assessment:</b>	One year after initial collection of data.					
<b>Known Data Limitations and Significance (if any):</b>	Does not cover entire AD program, such as local governance strengthening, economic policy.					
<b>Actions Taken or Planned to Address Data Limitations:</b>	Develop SO level indicator for local governance. Close monitoring.					
<b>Date of Future Data Quality Assessment:</b>	Once per fiscal year.					
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING						
<b>Data Analysis:</b>	Contractors, grantees, and AD and Program Office will review validity of data.					
<b>Review of Data:</b>	Quarterly basis.					
<b>Reporting of Data:</b>	Annual					
TARGETS AND MEASUREMENTS						
<b>Baselines/Targets: New Programs:</b>	Targets finalized by July 8, 2005					
<b>Location of Data Storage:</b>	USAID and contractor offices.					
<b>Disaggregated by:</b>	Product and Department.					
<b>Unit of Measure:</b>	Number (monetary increase in United States Dollars).					
Year	Target	Planned for Year GMV	Actual for Year GMV	Actual for Year Sales	Planned Cumulative Total GMV	Actual Cumulative Total Sales
2006	Percentage of Sales Increase	20%				
2007	Percentage of Sales Increase	20%				
2008	Percentage of Sales Increase	20%				
2009	Percentage of Sales Increase	20%				
2010	Percentage of Sales Increase	20%				
Indicator created on 3-29-05 by David Cano and Andrés Torres; Last updated on: 5-18-05						
This indicator will be used when a project records sales during MIDAS support for SME projects.						

Indicator Reference Sheet					
<b>Strategic Objective:</b> Expanded Economic and Social Alternatives to Illicit Crop Production					
<b>Intermediate Result:</b> ACI Indicator # 6					
<b>Indicator:</b>	Producer Associations / Processor Strengthened				
DESCRIPTION					
<b>Precise definition(s):</b> Producer and processor associations receiving training and technical assistance in order to strengthen their skills in management, marketing, production, financial, accountant, etc.					
<b>When to account it?</b> After members of the associations have finished the training program. <b>Why?:</b> Because we can immediately measure the results of the technical assistance.					
<b>Justification/ Management Utility:</b> This indicator will track the private sector participation in alternative development by counting the number of associations / processor involved in AD activities.					
PLAN FOR DATA ACQUISITION BY USAID					
<b>Data Collection Method:</b>	Consolidated Reports by Component				
<b>Method of Acquisition by USAID:</b>	Info to be collected by M&E team				
<b>Data Source(s):</b>	Agribusiness, Commercial Forestry Components				
<b>Frequency/Timing of Data Acquisition:</b>	MIDAS /Monthly, USAID / Quarterly				
<b>Estimated Cost of Data Acquisition:</b>	Subsumed under contract.				
<b>Responsible Individual(s) at USAID:</b>	AD Staff				
DATA QUALITY ISSUES					
<b>Date of Initial Data Quality Assessment:</b>	Second Quarter FY 2006				
<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 Assessment:</b>	Fourth Quarter FY 2008				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING					
<b>Data Analysis:</b> Data will be analyzed by component manager and program office staff.					
<b>Review of Data:</b>	Quarterly and Annual				
<b>Reporting of Data:</b>	Monthly, Quarterly and Annual				
TARGETS AND MEASUREMENTS					
<b>Baselines/Targets:</b> 0 at the beginning of every year.					
<b>Location of Data Storage:</b> Implementing Partners and USAID office					
<b>Disaggregated by:</b>	Component (Agribusiness, Commercial Forestry)				
<b>Unit of Measure:</b>	Associations/Processor				
Year	Target	Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Producer Associations / Processor Strengthened	38	11	38	11
2007	Producer Associations / Processor Strengthened	65	159	103	170
2008	Producer Associations / Processor Strengthened	134		235	
2009	Producer Associations / Processor Strengthened	117		354	
2010	Producer Associations / Processor Strengthened	18		372	
<b>LoP Goal</b>	Producer Associations / Processor Strengthened			<b>439</b>	
<b>Note:</b> Contractual LoP Goal: 88					
Indicator developed by MIDAS; Last updated in Feb. 2008 by M&E					

Indicator Reference Sheet – ACI					
<b>Strategic Objective:</b>	Expand Economic and Social Alternatives to Illicit Crop Production				
<b>Intermediate Result:</b>	ACI indicator # 7				
<b>Indicator:</b>	Number of private sector firms formed or strengthened				
DESCRIPTION					
<b>Precise definition(s):</b> Small, medium or large private sector enterprises (SME) refer to those that generate a minimum of 10 full-time jobs, private individual, micro-enterprises, cooperatives and foundations. For definition of “full-time jobs” please refer to definitions prepared for “jobs created” indicator. Private sector enterprises refer to those that operate with over 50% private funds.					
<b>When to account it?</b> The technical assistance is finished. <b>Why?:</b> It is necessary to make sure that funds assigned to technical assistance have been executed.					
<b>Justification/ Management Utility</b> This indicator will track the private sector participation in alternative development by counting the number of small, medium or large enterprises involved in AD activities.					
PLAN FOR DATA ACQUISITION BY USAID					
<b>Data Collection Method:</b> Field reports from USAID-assisted organizations.					
<b>Method of Acquisition by USAID:</b>	Implementing partners provide verifiable information to USAID.				
<b>Data Source(s):</b>	Implementing partner reports				
<b>Frequency/Timing of Data Acquisition:</b>	Monthly MIDAS/ Quarterly USAID				
<b>Estimated Cost of Data Acquisition:</b>	Cost subsumed under contract/grant				
<b>Responsible Individual(s) at USAID:</b>	USAID AD staff				
DATA QUALITY ISSUES					
<b>Date of Initial Data Quality Assessment:</b>	Fourth Quarter FY 2005				
<b>Known Data Limitations and Significance (if any):</b> Does not show quality of private sector company participation.					
<b>Actions Taken or Planned to Address Data Limitations:</b> Additional indicator on resources leveraged by the private sector.					
<b>Date of Future Data Quality Assessment:</b>	Fourth Quarter FY 2007				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING					
<b>Data Analysis:</b> Implementer, USAID/AADO, and USAID/Program Office will review validity of data.					
<b>Review of Data:</b>	SO Portfolio Review, Mid-term Review, and Annual Report.				
<b>Reporting of Data:</b>	Monthly and Quarterly				
OTHER NOTES					
<b>Baselines/Targets:</b>	FY Figures				
<b>Location of Data Storage:</b>	Implementing Partners and USAID office				
<b>Disaggregated by:</b>	Department, Municipalities				
<b>Unit of Measure:</b>	Enterprise (Number)				
Fiscal Year	Indicator	Targets			
		Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Private sector firms formed or strengthened	902	1,235	902	1,235
2007	Private sector firms formed or strengthened	3,036	7,206	3,938	8,441
2008	Private sector firms formed or strengthened	1,124		5,062	
2009	Private sector firms formed or strengthened	0		5,062	
2010	Private sector firms formed or strengthened	0		5,062	
<b>LoP Goal</b>	Private sector firms formed or strengthened			<b>9,565</b>	
<b>Note:</b> Contractual LoP Goal: 10,495					
<b>This sheet last updated on:</b>	Created in June 2005 by David Johnston. Last updated in Feb. 2007 by PPD.				

Indicator Reference Sheet – ACI					
<b>Strategic Objective:</b>	Promote economic and social alternatives to illicit crop production				
<b>Intermediate Result:</b>	ACI Indicator # 8				
<b>Indicator:</b>	Number of social and productive infrastructure projects completed				
DESCRIPTION					
<b>Precise definition(s):</b> Social and productive infrastructure projects are any works that create, improve or rehabilitate structures for education, health, potable water, sanitation services, roads, bridges, docks, marketing infrastructure or electric connections in target communities. Projects are considered completed when USAID and/or its contractors make final disbursements and/or when the projects are turned over to local authorities.					
<b>Justification/ Management Utility:</b> This indicator, when mapped or listed by municipality, shows the geographic distribution of the AD program as well as the impact on the population. It does not show the impact of basic services on eradication because, most of the time, the infrastructure projects come after the NGOs have made agreements with the communities. This indicator also demonstrates the creation of new licit income-generating opportunities and alternatives and the municipalities in which they are implemented.					
PLAN FOR DATA ACQUISITION BY USAID					
<b>Data Collection Method:</b> Project leaders collect data from project sites.					
<b>Method of Acquisition by USAID:</b>	Implementing partners				
<b>Data Source(s):</b>	Implementing partner reports				
<b>Frequency/Timing of Data Acquisition:</b>	Monthly MIDAS/ Quarterly USAID				
<b>Estimated Cost of Data Acquisition:</b>	Cost subsumed under contract/grant				
<b>Responsible Individual(s) at USAID:</b>	USAID Alternative Development Project Managers				
DATA QUALITY ISSUES					
<b>Date of Initial Data Quality Assessment:</b>	Fourth Quarter 2005				
<b>Known Data Limitations and Significance (if any):</b> Does not necessarily show quality or impact of projects.					
<b>Actions Taken or Planned to Address Data Limitations:</b> Additional indicators.					
<b>Date of Future Data Quality Assessment:</b>	Fourth Quarter 2006				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING					
<b>Data Analysis:</b> A quarterly comparative analysis will be undertaken to track the execution of contracts for infrastructure activities in target departments and municipalities.					
<b>Review of Data:</b>	SO Portfolio Review, Mid-term Review, and Annual Report				
<b>Reporting of Data:</b>	Monthly, Quarterly and Annual				
OTHER NOTES					
<b>Baselines/Targets:</b>	FY Figures				
<b>Location of Data Storage:</b>	Implementing Partners and USAID office				
<b>Disaggregated by:</b>	Municipality and Department; ethnic groups benefiting; gender				
<b>Unit of Measure:</b>	Projects				
Year	Target	Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Social and Productive Infrastructure Projects Completed				
2007	Social and Productive Infrastructure Projects Completed	12	5	12	5
2008	Social and Productive Infrastructure Projects Completed	0		0	
2009	Social and Productive Infrastructure Projects Completed	0		0	
2010	Social and Productive Infrastructure Projects Completed	0		0	
The 2002-2005 targets are based on existing grants and contracts and will be adjusted as new grants and contracts are awarded and implemented. Updated on November 4, 2002 by David Cano, Andrés Torres and Laura Anderson;* FY'05 yearly projection reduced from 187 to 40, as five-year target was surpassed. 704 is considered a new internal target, although the five-year goal of 610 was surpassed in FY'04. Combined goal of LG and AD through 2005 is 889 SIF projects (610AD + 279LG = 889). Last updated by AT and DC in 2/2005.					

Indicator Reference Sheet - ACI																																									
<b>Strategic Objective:</b>	Expanded Economic and Social Alternatives to Illicit Crop Production																																								
<b>Intermediate Result:</b>	ACI indicator # 9																																								
<b>Indicator:</b>	Private sector funds that are leveraged by USAID.																																								
DESCRIPTION																																									
<b>Precise definition(s):</b> Private sector funds leveraged refer to the monetary and/or "in kind" value of co-investment made by private counterpart enterprises or individuals to support USAID programs or activities. Private sector enterprises refer to those that operate with over 50% private funds. "Leveraged" refers to monetary and/or "in kind" resources invested in or that directly support USAID AD and/or IDP activities.																																									
<b>When to account it?</b> Final report of funds invested during the life of the project. <b>Why?:</b> Only then all leveraged funds can be accrued.																																									
<b>Justification/ Management Utility</b> Private sector funds leveraged is critical to measuring the creation of expanded licit economic alternatives and opportunities. Private sector investment is critical to ensuring long-term sustainability of USAID AD and/or IDP projects in achieving the Mission's strategic objective.																																									
PLAN FOR DATA ACQUISITION BY USAID																																									
<b>Data Collection Method:</b> Field reports from USAID-assisted organizations.																																									
<b>Method of Acquisition by USAID:</b>	Implementing Partners provide verifiable information to USAID.																																								
<b>Data Source(s):</b>	Implementing partner reports																																								
<b>Frequency/Timing of Data Acquisition:</b>	Monthly / MIDAS, Quarterly/USAID																																								
<b>Estimated Cost of Data Acquisition:</b>	Cost subsumed under contract/grant																																								
<b>Responsible Individual(s) at USAID:</b>	USAID AD Staff																																								
DATA QUALITY ISSUES																																									
<b>Date of Initial Data Quality Assessment:</b>	Fourth Quarter FY 2005																																								
<b>Known Data Limitations and Significance (if any):</b> Does necessarily lead to increased licit production and reduction of illicit production. Does not demonstrate quality of investments.																																									
<b>Actions Taken or Planned to Address Data Limitations:</b> Additional indicators to measure shortcomings mentioned above.																																									
<b>Date of Future Data Quality Assessment:</b>	Fourth Quarter FY 2008																																								
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING																																									
<b>Data Analysis:</b> Implementer, USAID/AADO, USAID/IDP and USAID/Program Office will review validity of data.																																									
<b>Review of Data:</b>	SO Portfolio Review, Mid-term Review, and Annual Report																																								
<b>Reporting of Data:</b>	Monthly / MIDAS, Quarterly/USAID																																								
OTHER NOTES																																									
<b>Baselines/Targets:</b>																																									
<b>Location of Data Storage:</b>	Implementing Partners and USAID office																																								
<b>Disaggregated by:</b>	Department – ethnic group and gender if possible																																								
<b>Unit of Measure:</b>	US Dollars (000)																																								
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Indicator Reference Sheet – ACI																																													
<b>Strategic Objective:</b>	Expand Economic and Social Alternatives to Illicit Crop Production																																												
<b>Intermediate Result:</b>	ACI indicator # 10																																												
<b>Indicator:</b>	Public sector funds that are leveraged by USAID																																												
DESCRIPTION																																													
<b>Precise definition(s):</b> Public sector funds leveraged refer to the monetary value, including the monetary value of “in kind” resources, of co-investment made by public counterpart institutions at the local or national levels to directly support USAID programs or activities. “Leveraged” refers to monetary and/or “in kind” resources invested in or that directly support USAID AD and or activities.																																													
<b>When to account it?</b> Final report of funds invested during the life of the project. <b>Why?:</b> Only then all leveraged funds can be accrued.																																													
<b>Justification/ Management Utility:</b> Public sector funds leveraged is critical to measuring sustainability of USAID programs.																																													
PLAN FOR DATA ACQUISITION BY USAID																																													
<b>Data Collection Method:</b> Field reports from USAID-assisted organizations.																																													
<b>Method of Acquisition by USAID:</b>	Implementing Partners provide verifiable information to USAID.																																												
<b>Data Source(s):</b>	Implementing partner reports																																												
<b>Frequency/Timing of Data Acquisition:</b>	Monthly / MIDAS, Quarterly/USAID																																												
<b>Estimated Cost of Data Acquisition:</b>	Cost subsumed under contract/grant																																												
<b>Responsible Individual(s) at USAID:</b>	USAID AD staff																																												
DATA QUALITY ISSUES																																													
<b>Date of Initial Data Quality Assessment:</b>	Fourth Quarter FY 2005																																												
<b>Known Data Limitations and Significance (if any):</b> Does necessarily lead to increased licit production and reduction of illicit production. Does not demonstrate quality of support provided.																																													
<b>Actions Taken or Planned to Address Data Limitations:</b> Additional indicators to measure shortcomings mentioned above.																																													
<b>Date of Future Data Quality Assessment:</b>	Fourth Quarter FY 2008																																												
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING																																													
<b>Data Analysis:</b> Implementer, USAID/AADO, USAID/IDP and USAID/Program Office will review validity of data.																																													
<b>Review of Data:</b>	Twice per fiscal year by CTO; once every two years by independent parties.																																												
<b>Reporting of Data:</b>	Quarterly																																												
OTHER NOTES																																													
<b>Baselines/Targets:</b>	FY Figures																																												
<b>Location of Data Storage:</b>	Implementing Partners and USAID office																																												
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Indicator created in June 2005 by David Johnston /updated in June 2005 by Andrés Torres. Last updated Feb. 2008 - PPD *Actual Figures Up to March/08																																													

Indicator Reference Sheet – ACI					
<b>Strategic Objective:</b>	Expand Economic and Social Alternatives to Illicit Crop Production				
<b>Intermediate Result:</b>	ACI indicator #11				
<b>Indicator:</b>	Number of communities, producer groups or associations that have signed agreements to become and/or remain “illicit crop free” (Agribusiness Component)				
DESCRIPTION					
<p><b>Precise definition(s):</b> Communities, producer groups or associations refer to groups of individuals working to achieve the common goal of expanding economic and social alternatives to illicit crop production. Agreements to become and/or remain illicit crop free must be written and signed by communities, producer groups or associations. This occurs before any type of assistance begins. “Illicit crop free” refers to a family’s farm/land, the farm/land that it works, or generally the farm/land being assisted by USAID that is entirely free of any illicit products. Verification will be carried out on a continuing basis to monitor that farms remain illicit crop free.</p> <p><b>When to account it?</b> Signed agreements before the grant begins. <b>Why?:</b> Only when agreements have been signed, communities can be held responsible for their commitment</p> <p><b>Justification/ Management Utility:</b> This indicator reflects the extent to which assistance activities are helping to eliminate illicit cultivation and assesses the willingness of communities, producer groups or associations to become licit producers in target areas.</p>					
PLAN FOR DATA ACQUISITION BY USAID					
<b>Data Collection Method:</b> Field reports from USAID-assisted organizations.					
<b>Method of Acquisition by USAID:</b> Implementing partners provide verifiable information to USAID.					
<b>Data Source(s):</b> Implementing partner reports					
<b>Frequency/Timing of Data Acquisition:</b>			Monthly MIDAS/ Quarterly USAID		
<b>Estimated Cost of Data Acquisition:</b>			Cost subsumed under contract/grant		
<b>Responsible Individual(s) at USAID:</b>			USAID AD staff		
DATA QUALITY ISSUES					
<b>Date of Initial Data Quality Assessment:</b>			Fourth Quarter FY 2005 or early FY 2006		
<b>Known Data Limitations and Significance (if any):</b> This indicator only measures agreements pertaining to specific farms and families receiving USAID assistance. Additional plots of land outside the farm are not included in the agreements and may perhaps have illicit crops owned by non-beneficiaries.					
<b>Actions Taken or Planned to Address Data Limitations:</b> Close monitoring, site visits, and interviews with community leaders. Additional indicators and project evaluations.					
<b>Date of Future Data Quality Assessment:</b>			Fourth Quarter FY 2008		
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING					
<b>Data Analysis:</b> Implementer, USAID/AADO, and USAID/Program Office will review validity of data.					
<b>Review of Data:</b>		SO Portfolio Review, Mid-term Review, and Annual Report.			
<b>Reporting of Data:</b>		Monthly and Quarterly			
OTHER NOTES					
<b>Baselines/Targets:</b>		FY Figures			
<b>Location of Data Storage:</b>		Implementing Partners and USAID office			
<b>Disaggregated by:</b>		Department, Municipalities			
<b>Unit of Measure:</b>		Communities, producer groups or associations			
Fiscal Year	Indicator	Targets			
		Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Communities under illicit crop free agreements	7	2	7	2
2007	Communities under illicit crop free agreements	12	71	19	73
2008	Communities under illicit crop free agreements	83		102	
2009	Communities under illicit crop free agreements	101		203	
2010	Communities under illicit crop free agreements	18		221	
<b>LoP Goal</b>	Communities under illicit crop free agreements			<b>275</b>	
<b>Note:</b> Contractual LoP Goal: 30 / Indicator created by David Johnston in May 2005. Last updated by PPD – Feb. 2008					

Indicator Reference Sheet - ACI					
<b>Strategic Objective:</b>	Expand Economic and Social Alternatives to Illicit Crop Production				
<b>Intermediate Result:</b>	ACI indicator #12				
<b>Indicator:</b>	Number of USAID assisted families that have signed or are included under "illicit crop free" agreements (Agribusiness Component)				
DESCRIPTION					
<p><b>Precise definition(s):</b> Assisted families refer to those families that through USAID assistance choose to grow licit crops through USAID sponsored AD activities. Agreements to become and/or remain illicit crop free are signed by individual families or by representatives of communities, producer groups or associations. This occurs before activities begin. "Illicit crop free" refers to a family's farm/land, the farm/land that it works, or generally the farm/land being assisted by USAID that is entirely free of any illicit products. Verification will be carried out on a continuing basis to monitor that farms remain illicit crop free.</p> <p><b>When to account it? Agreements signed by communities. Why?:</b> Only when agreements have been signed, families can be held responsible for their commitment.</p> <p><b>Justification/ Management Utility:</b> This indicator reflects the extent to which assistance activities are helping to eliminate illicit crop cultivation and assesses the willingness of families to become licit producers in target areas.</p>					
PLAN FOR DATA ACQUISITION BY USAID					
<b>Data Collection Method:</b> Field reports from USAID-assisted organizations.					
<b>Method of Acquisition by USAID:</b>	Implementing partners provide verifiable information to USAID.				
<b>Data Source(s):</b>	Implementing partner reports				
<b>Frequency/Timing of Data Acquisition:</b>	Monthly MIDAS/ Quarterly USAID				
<b>Estimated Cost of Data Acquisition:</b>	Cost subsumed under contract/grant				
<b>Responsible Individual(s) at USAID:</b>	USAID AD staff				
DATA QUALITY ISSUES					
<b>Date of Initial Data Quality Assessment:</b>	Fourth Quarter FY 2005 or early FY 2006				
<b>Known Data Limitations and Significance (if any):</b> This indicator only measures agreements pertaining to specific farms and families receiving USAID assistance. Additional plots of land outside the farm are not included in the agreements and may perhaps have illicit crops owned by non-beneficiaries.					
<b>Actions Taken or Planned to Address Data Limitations:</b> Close monitoring, site visits, and interviews with community leaders. Additional indicators and project evaluations will be required.					
<b>Date of Future Data Quality Assessment:</b>	Fourth Quarter FY 2008				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING					
<b>Data Analysis:</b> Implementer, USAID/AADO, and USAID/Program Office will review validity of data.					
<b>Review of Data:</b>	SO Portfolio Review, Mid-term Review, and Annual Report.				
<b>Reporting of Data:</b>	Monthly and Quarterly				
OTHER NOTES					
<b>Baselines/Targets:</b>	FY Figures				
<b>Location of Data Storage:</b>	Implementing Partners and USAID office				
<b>Disaggregated by:</b>	Department. If possible, also disaggregate by ethnic group and gender.				
<b>Unit of Measure:</b>	Families				
Fiscal Year	Indicator	Targets			
		Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Families that signed agreements	492	1,167	492	1,167
2007	Families that signed agreements	6,913	7,059	7,405	8,226
2008	Families that signed agreements	16,883		24,288	
2009	Families that signed agreements	10,124		34,412	
2010	Families that signed agreements	186		34,598	
<b>LoP Goal</b>	Families that signed agreements			<b>35,419</b>	
<b>Note:</b> Contractual LoP Goal: 18,837					
Indicator created in June 2005 by David Cano and David Johnston /updated in June 2005 by Andrés Torres. Last updated in Feb. 2008 by PPD.					

## Annex 2: Indicator Reference Sheets - Internal

Indicator Reference Sheet – INTERNAL					
<b>Indicator:</b>		Proposals Being Processed			
DESCRIPTION					
<b>Precise definition(s):</b> Proposals received by MIDAS, which are in screening, assessment or development phase, not signed yet.					
<b>When to account it?</b> After the proposals are registered by each component					
<b>Justification/ Management Utility:</b> It shows the work load in the MIDAS staff. This data will be used for planning purposes					
PLAN FOR DATA ACQUISITION BY USAID					
<b>Data Collection Method:</b>		SIM System			
<b>Method of Acquisition by USAID:</b>		Info to be collected by M&E team			
<b>Data Source(s):</b>		Agribusiness, Commercial Forestry, SME Components			
<b>Frequency/Timing of Data Acquisition:</b>		MIDAS /Monthly, USAID / Quarterly			
<b>Estimated Cost of Data Acquisition:</b>		Subsumed under contract.			
<b>Responsible Individual(s) at USAID:</b>		AD Staff			
DATA QUALITY ISSUES					
<b>Date of Initial Data Quality Assessment:</b>		Second Quarter FY 2006			
<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 Assessment:</b>		Fourth Quarter 2008			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING					
<b>Data Analysis:</b> Data will be analyzed by Program Planning Department					
<b>Review of Data:</b>		Quarterly and Annual			
<b>Reporting of Data:</b>		Monthly, Quarterly and Annual			
TARGETS AND MEASUREMENTS					
<b>Baselines/Targets:</b> 0 at the beginning of every year.					
<b>Location of Data Storage:</b> Implementing Partners and USAID office					
<b>Disaggregated by:</b>		Component (Agribusiness, Commercial Forestry, SME)			
<b>Unit of Measure:</b>		Proposals			
Year	Target	Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Proposals Being Processed	144	53	144	53
2007	Proposals Being Processed	1,760	552	1,904	605
2008	Proposals Being Processed	64		1,968	
2009	Proposals Being Processed	0		1,968	
2010	Proposals Being Processed	0		1,968	
<b>LoP Goal</b>	Proposals Being Processed			<b>669</b>	
<b>Note:</b> Internal Goal: 8,500					
Indicator developed by MIDAS; Last updated in Feb. 2008 by PPD					

Indicator Reference Sheet – INTERNAL					
<b>Indicator:</b>		Projects Signed			
<b>DESCRIPTION</b>					
<b>Precise definition(s):</b> Projects with grant or subcontract signed, ready for implementation phase.					
<b>When to account it?</b> after the grant is signed					
<b>Justification/ Management Utility:</b> It shows the advance in the completion of the contractual goals in terms of projects supported.					
<b>PLAN FOR DATA ACQUISITION BY USAID</b>					
<b>Data Collection Method:</b>		Consolidated Reports from Contract and Grants			
<b>Method of Acquisition by USAID:</b>		Info to be collected by M&E team			
<b>Data Source(s):</b>		Contracts and Grants reports			
<b>Frequency/Timing of Data Acquisition:</b>		MIDAS/ Monthly and USAID / Quarterly			
<b>Estimated Cost of Data Acquisition:</b>		Subsumed under contract.			
<b>Responsible Individual(s) at USAID:</b>		AD Staff			
<b>DATA QUALITY ISSUES</b>					
<b>Date of Initial Data Quality Assessment:</b>		Second Quarter FY 2006			
<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 Assessment:</b>		Fourth Quarter 2008			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>					
<b>Data Analysis:</b> Data will be analyzed by Program Planning Department					
<b>Review of Data:</b>		Quarterly and Annual			
<b>Reporting of Data:</b>		Monthly, Quarterly and Annual			
<b>TARGETS AND MEASUREMENTS</b>					
<b>Baselines/Targets:</b> 0 at the beginning of every year.					
<b>Location of Data Storage:</b> Implementing Partners and USAID office					
<b>Disaggregated by:</b>		Component			
<b>Unit of Measure:</b>		Projects			
Year	Target	Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Projects Signed	63	<b>63</b>	63	63
2007	Projects Signed	1,125	<b>344</b>	1,188	407
2008	Projects Signed	<b>76</b>		1,264	
2009	Projects Signed	0		1,264	
2010	Projects Signed	0		1,264	
<b>LoP Goal</b>	Projects Signed			<b>483</b>	
<b>Note:</b> Internal Goal: 4,007					

Indicator developed by MIDAS; Last updated in Feb. 2008 by PPD.

Indicator Reference Sheet - INTERNAL					
Indicator:	Alliances Developed				
DESCRIPTION					
<p><b>Precise definition(s):</b> Involvement with any public or private sector institution.  <b>Alliance:</b> an agreement between two or more parties to further common interests, especially alternative development activities that deter any initiatives to undertake illicit activities. This agreement should be written, and can involve monetary or in-kind contributions.</p>					
<p><b>Justification/ Management Utility:</b> Alliances are crucial for the success of each business component project. The establishment of alliance generates wider impact of MIDAS program in the targeted sectors.</p>					
PLAN FOR DATA ACQUISITION BY USAID					
<b>Data Collection Method:</b>	Consolidated Reports by Component				
<b>Method of Acquisition by USAID:</b>	Info to be collected by M&E team				
<b>Data Source(s):</b>	Agribusiness, Commercial Forestry, SME Components reports				
<b>Frequency/Timing of Data Acquisition:</b>	MIDAS /Monthly, USAID / Quarterly				
<b>Estimated Cost of Data Acquisition:</b>	Subsumed under contract.				
<b>Responsible Individual(s) at USAID:</b>	AD Staff				
DATA QUALITY ISSUES					
<b>Date of Initial Data Quality Assessment:</b>					
<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 Assessment:</b>	Fourth Quarter 2008				
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING					
<b>Data Analysis:</b> Data will be analyzed by the component manager and Planning Department staff.					
<b>Review of Data:</b>	Quarterly and Annual				
<b>Reporting of Data:</b>	Monthly, Quarterly and Annual				
TARGETS AND MEASUREMENTS					
<b>Baselines/Targets:</b> 0 at the beginning of every year.					
<b>Location of Data Storage:</b>	Implementing Partners and USAID office				
<b>Disaggregated by:</b>	Private and Public Sector and by Component				
<b>Unit of Measure:</b>	Alliances				
Year	Target	Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Alliances Developed	40	<b>18</b>	40	18
2007	Alliances Developed	222	<b>68</b>	262	86
2008	Alliances Developed	<b>8</b>		270	
2009	Alliances Developed	0		270	
2010	Alliances Developed	0		270	
<b>LoP Goal</b>	Alliances Developed			<b>94</b>	
<b>Note:</b> Internal Goal: 307					
Indicator developed by MIDAS; Last updated in Feb. 2008 by PPD					

Indicator Reference Sheet *- INTERNAL					
<b>Indicator:</b>		Total Value of Projects Supported			
DESCRIPTION					
<b>Precise definition(s):</b> Total value invested by all sources in supported projects					
<b>Justification/ Management Utility:</b> It will be used, in combination with other internal indicators, to define the efficiency of MIDAS program in leveraging funds from various sources and for adjusting MIDAS approach if needed.					
PLAN FOR DATA ACQUISITION BY USAID					
<b>Data Collection Method:</b>		Consolidated Reports by Component			
<b>Method of Acquisition by USAID:</b>		Info to be collected by M&E team			
<b>Data Source(s):</b>		Support Instruments signed (Project Descriptions)			
<b>Frequency/Timing of Data Acquisition:</b>		MIDAS /Monthly, USAID / Quarterly			
<b>Estimated Cost of Data Acquisition:</b>		Subsumed under contract.			
<b>Responsible Individual(s) at USAID:</b>		USAID AD Staff			
DATA QUALITY ISSUES					
<b>Date of Initial Data Quality Assessment:</b>					
<b>Known Data Limitations and Significance (if any):</b> Grantees classify this information as confidential.					
<b>Actions Taken or Planned to Address Data Limitations:</b> Including the report on this data in the support instruments as a requirement.					
<b>Date of Future Data Quality Assessment:</b>		Fourth Quarter FY 2008			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING					
<b>Data Analysis:</b> Data will be analyzed by component manager and M&E staff.					
<b>Review of Data:</b>		Quarterly and Annual			
<b>Reporting of Data:</b>		Monthly, Quarterly and Annual			
TARGETS AND MEASUREMENTS					
<b>Baselines/Targets:</b> 0 at the beginning of every year.					
<b>Location of Data Storage:</b> Implementing Partners and USAID office					
<b>Disaggregated by:</b>		Component and by Sources			
<b>Unit of Measure:</b>		Value in us\$000			
Year	Target	Planned for Year	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	Total Value of Projects Supported	166,702	2,301		2,301
2007	Total Value of Projects Supported	233,253	509,528	399,955	511,829
2008*	Total Value of Projects Supported	260,166	24,700	660,121	536,529
2009	Total Value of Projects Supported	38,624		698,745	
2010	Total Value of Projects Supported	4,672		703,417	
Indicator developed by MIDAS; Last updated in Feb. 2008 by M&E – Actual Figures Up to March/08					

Indicator Reference Sheet -INTERNAL					
<b>Indicator:</b>	MIDAS Average Share of Total Investment				
<b>DESCRIPTION</b>					
<b>Precise definition(s):</b> The average percentage of MIDAS funds or "in kind" resources invested in or directly supportive in the total projects budget, additional to the USAID funds.					
<b>Justification/ Management Utility:</b> It shows the efficiency in leveraging funds from the private and public sector. Its trends can be analyzed to adjust MIDAS mechanisms, methodologies or policies when supporting projects.					
<b>PLAN FOR DATA ACQUISITION BY USAID</b>					
<b>Data Collection Method:</b>	Consolidated Reports by Component				
<b>Method of Acquisition by USAID:</b>	Info to be collected by M&E team				
<b>Data Source(s):</b>	Project Description document and the Award Budget of each project. It applies to the Business Developing Components (Agribusiness, Commercial Forestry, SME Components)				
<b>Frequency/Timing of Data Acquisition:</b>	MIDAS /Monthly, USAID / Quarterly				
<b>Estimated Cost of Data Acquisition:</b>	Subsumed under contract.				
<b>Responsible Individual(s) at USAID:</b>	AD Staff				
<b>DATA QUALITY ISSUES</b>					
<b>Date of Initial Data Quality Assessment:</b>	Second Quarter FY 2006				
<b>Known Data Limitations and Significance (if any):</b> The figures in the Project Description are projections.					
<b>Actions Taken or Planned to Address Data Limitations:</b> Check the figures with the actual investments yearly.					
<b>Date of Future Data Quality Assessment:</b>	Forth Quarter FY 2008				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>					
<b>Data Analysis:</b> Data will be analyzed by component manager and program office staff.					
<b>Review of Data:</b>	Quarterly and Annual				
<b>Reporting of Data:</b>	Monthly, Quarterly and Annual				
<b>TARGETS AND MEASUREMENTS</b>					
<b>Baselines/Targets:</b> FY figures					
<b>Location of Data Storage:</b>	Implementing Partners and USAID office				
<b>Disaggregated by:</b>	Component (Agribusiness, Commercial Forestry, SME)				
<b>Unit of Measure:</b>	Percentage				
Year	Target	Planned for Year (%)	Actual for Year	Planned Cumulative Total	Actual Cumulative Total
2006	MIDAS Average Share of Total Investment	12			
2007	MIDAS Average Share of Total Investment	13			
2008	MIDAS Average Share of Total Investment	9			
2009	MIDAS Average Share of Total Investment	11			
2010	MIDAS Average Share of Total Investment	22			

Indicator developed by MIDAS; Last updated in Feb. 2008 by PPD.

<b>Indicator Reference Sheet - INTERNAL</b>					
<b>Indicator:</b>	MIDAS Total Project Support				
<b>DESCRIPTION</b>					
<b>Precise definition(s):</b> Total value invested by MIDAS in a project.					
<b>Justification/ Management Utility:</b> It will be used, in combination with other internal indicators, to define the efficiency of MIDAS program in leveraging funds from various sources and for adjusting MIDAS approach if needed.					
<b>PLAN FOR DATA ACQUISITION BY USAID</b>					
<b>Data Collection Method:</b>	Consolidated Reports by Component				
<b>Method of Acquisition by USAID:</b>	Info to be collected by M&E team				
<b>Data Source(s):</b>	Support Instruments Signed ( Award Budget)				
<b>Frequency/Timing of Data Acquisition:</b>	MIDAS /Monthly, USAID / Quarterly				
<b>Estimated Cost of Data Acquisition:</b>	Subsumed under contract.				
<b>Responsible Individual(s) at USAID:</b>	AD Staff				
<b>DATA QUALITY ISSUES</b>					
<b>Date of Initial Data Quality Assessment:</b>	Second Quarter FY 2006				
<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 Assessment:</b>	Forth Quarter FY 2008				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>					
<b>Data Analysis:</b> Data will be analyzed by component manager and Program Planning staff.					
<b>Review of Data:</b>	Quarterly and Annual				
<b>Reporting of Data:</b>	Monthly, Quarterly and Annual				
<b>TARGETS AND MEASUREMENTS</b>					
<b>Baselines/Targets:</b> 0 at the beginning of every year.					
<b>Location of Data Storage:</b>	Implementing Partners and USAID office				
<b>Disaggregated by:</b>	Component (Agribusiness, Commercial Forestry, SME)				
<b>Unit of Measure:</b>	Value (us\$000)				
<b>Year</b>	<b>Target</b>	<b>Planned for Year (us\$000)</b>	<b>Actual for Year</b>	<b>Planned Cumulative Total (us\$000)</b>	<b>Actual Cumulative Total</b>
2006	MIDAS Total Project Support	19,727	<b>2,301</b>	19,727	2,301
2007	MIDAS Total Project Support	31,334	<b>16,139</b>	51,061	18,440
2008	MIDAS Total Project Support	<b>31,737</b>		82,798	
2009	MIDAS Total Project Support	<b>18,376</b>		101,174	
2010	MIDAS Total Project Support	<b>4,672</b>		105,846	
<b>LoP Goal</b>	MIDAS Total Project Support			<b>73,226</b>	
<b>Note:</b> Internal Goal: 88,515					
Indicator developed by MIDAS; Last updated in Feb. 2008 by PPD.					

Internal Indicator Reference Sheet					
<b>Indicator:</b>	Number of Colombian Government reform initiatives supported by USAID/MIDAS: Laws				
<b>DESCRIPTION</b>					
<b>Precise definition(s):</b> Draft Law presented to the Congress or governmental entity to which the component is giving assistance. Assistance in the presentation of laws in the following areas: Sanitary and Phytosanitary Standards; Technical Norms; DIAN Institutional Strengthening/ Services/ Procurement; Competitiveness Enhancing Support; Financial Reform; Labor Reform; Agriculture, Forestry and Environmental Reform; Fiscal Reform; Land Reform.					
<b>When to account it?</b> approved laws					
<b>Justification/ Management Utility:</b> It shows how many draft laws have been presented with the assistance of MIDAS. Each presented law is a step towards MPC's goals and it shows the efficiency of a subcomponent.					
<b>PLAN FOR DATA ACQUISITION BY USAID</b>					
<b>Data Collection Method:</b>	Number of draft laws presented and reported by leaders of subcomponents.				
<b>Method of Acquisition by USAID:</b>	Info to be collected by Monitoring and Evaluation team.				
<b>Data Source(s):</b>	Reports presented by leaders of subcomponents.				
<b>Frequency/Timing of Data Acquisition:</b>	Monthly MIDAS/ Quarterly USAID				
<b>Estimated Cost of Data Acquisition:</b>	Subsumed under contract.				
<b>Responsible Individual(s) at USAID:</b>	USAID AD Staff				
<b>DATA QUALITY ISSUES</b>					
<b>Date of Initial Data Quality Assessment:</b>	February 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 Assessment:</b>	Forth Quarter FY 2008				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>					
<b>Data Analysis:</b> Data will be analyzed by Program Planning Department and MIDAS Policy Component.					
<b>Review of Data:</b>	Monthly, Quarterly and Annual.				
<b>Reporting of Data:</b>	Monthly.				
<b>TARGETS AND MEASUREMENTS</b>					
<b>Baselines/Targets:</b> FY figures					
<b>Location of Data Storage:</b> Implementing Partners and USAID office					
<b>Disaggregated by:</b>	MPC subcomponents: Sanitary and Phytosanitary Standards; Technical Norms; DIAN Institutional Strengthening/ Services/ Procurement; Competitiveness Enhancing Support; Financial Reform; Labor Reform; Agriculture, Forestry and Environmental Reform; Fiscal Reform; Land Reform.				
<b>Unit of Measure:</b>	Presented law.				
<b>Year</b>	<b>Target</b>	<b>Planned for Year</b>	<b>Actual for Year</b>	<b>Planned Cumulative Total</b>	<b>Actual Cumulative Total</b>
2006	Presented laws	4	2	4	2
2007	Presented laws	7	7	11	9
2008	Presented laws	6		17	
2009	Presented laws	1		18	
2010	Presented laws	0		18	
<b>LoP Goal</b>	Presented laws			<b>16</b>	
<b>Note:</b> Internal Goal: 14					
Indicator developed by MIDAS; Last updated in Feb 2008 by PPD.					

Internal Indicator Reference Sheet					
<b>Indicator:</b>	Number of Colombian Government reform initiatives supported by USAID/MIDAS: CONPES				
<b>DESCRIPTION</b>					
<b>Precise definition(s):</b> Number of governmental public policy documents prepared by the government of Colombia, normally by the National Planning Department (DNP) in coordination with other governmental agencies and institutions and approved by the National Council for Economic and Social Policies (Consejo Nacional de Política Económica y Social – CONPES). Support and recommendations from the Policy Component about the following themes: Sanitary and Phytosanitary Standards; Technical Norms; DIAN Institutional Strengthening/ Services/ Procurement; Competitiveness Enhancing Support; Financial Reform; Labor Reform; Agriculture, Forestry and Environmental Reform; Fiscal Reform; Land Reform.					
<b>When to account it?</b> approved CONPES					
<b>Justification/ Management Utility:</b> The CONPES document produces recommendations which are implemented by the government of Colombia. Counting the number of implemented CONPES is an important instrument to measure how much impact recommendations originated in research and policy reform work under the MIDAS program is generating within the highest national public policy body.					
<b>PLAN FOR DATA ACQUISITION BY USAID</b>					
<b>Data Collection Method:</b>	DNP database (www.dnp.gov.co )				
<b>Method of Acquisition by USAID:</b>	Info to be collected by Implementing Partner.				
<b>Data Source(s):</b>	Quarterly reports.				
<b>Frequency/Timing of Data Acquisition:</b>	Monthly MIDAS/ Quarterly USAID				
<b>Estimated Cost of Data Acquisition:</b>	Subsumed under contract.				
<b>Responsible Individual(s) at USAID:</b>	USAID AD Staff				
<b>DATA QUALITY ISSUES</b>					
<b>Date of Initial Data Quality Assessment:</b>	February 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 Assessment:</b>	Forth Quarter FY 2008				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>					
<b>Data Analysis:</b> Data will be analyzed by Program Planning Department and MIDAS Policy Component.					
<b>Review of Data:</b>	Monthly, Quarterly and Annual.				
<b>Reporting of Data:</b>	Monthly.				
<b>TARGETS AND MEASUREMENTS</b>					
<b>Baselines/Targets:</b> FY figures					
<b>Location of Data Storage:</b> Implementing Partners and USAID office					
<b>Disaggregated by:</b>	MPC subcomponents: Sanitary and Phytosanitary Standards; Technical Norms; DIAN Institutional Strengthening/ Services/ Procurement; Competitiveness Enhancing Support; Financial Reform; Labor Reform; Agriculture, Forestry and Environmental Reform; Fiscal Reform; Land Reform.				
<b>Unit of Measure:</b>	CONPES Implemented.				
<b>Year</b>	<b>Target</b>	<b>Planned for Year</b>	<b>Actual for Year</b>	<b>Planned Cumulative Total</b>	<b>Actual Cumulative Total</b>
2006	CONPES Implemented.	3	3	3	3
2007	CONPES Implemented.	9	6	12	9
2008	CONPES Implemented.	7		19	
2009	CONPES Implemented.	1		20	
2010	CONPES Implemented.	0		20	
<b>LoP Goal</b>	CONPES Implemented.			<b>17</b>	
<b>Note:</b> Internal Goal: 17					
Indicator developed by MIDAS; Last updated in Feb. 2008 by PPD.					

Internal Indicator Reference Sheet					
<b>Indicator:</b>	Number of Colombian Government reform initiatives supported by USAID/MIDAS: Decrees, Resolutions and Circular letters				
<b>DESCRIPTION</b>					
<b>Precise definition(s):</b> Administrative act, usually of normative content, approved either by the president, by ministers or by directors of governmental entities. Assistance in the presentation of decrees, resolutions and circular letters on the following themes: Sanitary and Phytosanitary Standards; Technical Norms; DIAN Institutional Strengthening/ Services/ Procurement; Competitiveness Enhancing Support; Financial Reform; Labor Reform; Agriculture, Forestry and Environmental Reform; Fiscal Reform; Land Reform.					
<b>When to account it? When</b> decrees, resolutions and circular letters are issued.					
<b>Justification/ Management Utility:</b> It shows how many decrees, resolutions and circular letters have been approved with the assistance of MPC. Each document presented is a step towards the improvement of the Colombian normative framework and the enhancement of competitiveness.					
<b>PLAN FOR DATA ACQUISITION BY USAID</b>					
<b>Data Collection Method:</b>	Reports made by leaders of subcomponents.				
<b>Method of Acquisition by USAID:</b>	Info to be collected by Monitoring and Evaluation team.				
<b>Data Source(s):</b>	Quarterly reports.				
<b>Frequency/Timing of Data Acquisition:</b>	Monthly MIDAS/ Quarterly USAID				
<b>Estimated Cost of Data Acquisition:</b>	Subsumed under contract.				
<b>Responsible Individual(s) at USAID:</b>	USAID AD Staff				
<b>DATA QUALITY ISSUES</b>					
<b>Date of Initial Data Quality Assessment:</b>	February 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 Assessment:</b>	Forth Quarter FY 2008				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>					
<b>Data Analysis:</b> Data will be analyzed by Program Planning Department and MIDAS Policy Component.					
<b>Review of Data:</b>	Monthly, Quarterly and Annual.				
<b>Reporting of Data:</b>	Monthly.				
<b>TARGETS AND MEASUREMENTS</b>					
<b>Baselines/Targets:</b> FY figures					
<b>Location of Data Storage:</b> Implementing Partners and USAID office					
<b>Disaggregated by:</b>	MPC subcomponents: Sanitary and Phytosanitary Standards; Technical Norms; DIAN Institutional Strengthening/ Services/ Procurement; Competitiveness Enhancing Support; Financial Reform; Labor Reform; Agriculture, Forestry and Environmental Reform; Fiscal Reform; Land Reform.				
<b>Unit of Measure:</b>	Decree/resolution passed.				
<b>Year</b>	<b>Target</b>	<b>Planned for Year</b>	<b>Actual for Year</b>	<b>Planned Cumulative Total</b>	<b>Actual Cumulative Total</b>
2006	Decrees/resolutions Passed.	21	19	21	15
2007	Decrees/resolutions Passed.	26	57	47	72
2008	Decrees/resolutions Passed.	21		68	
2009	Decrees/resolutions Passed.	4		72	
2010	Decrees/resolutions Passed.			72	
<b>LoP Goal</b>	Decrees/resolutions Passed.			<b>101</b>	
<b>Note:</b> Internal Goal: 62					

Indicator developed by MIDAS; Last updated in Feb. 2008 by PPD.

Internal Indicator Reference Sheet					
<b>Indicator:</b>	Institutional Reforms				
<b>DESCRIPTION</b>					
<b>Precise definition(s):</b> Reform in the general framework that defines valid institutional arrangements. Assistance in the design and implementation of institutional reforms including Sanitary and Phytosanitary Standards; Technical Norms; DIAN Institutional Strengthening/ Services/ Procurement; Competitiveness Enhancing Support; Financial Reform; Labor Reform; Agriculture, Forestry and Environmental Reform; Fiscal Reform; Land Reform.					
<b>When to account it?</b> It can be counted from the moment the document (law or any other administrative act) is issued by government institutions..					
<b>Justification/ Management Utility:</b> It shows how many institutional reforms have been implemented with the assistance of MPC. It demonstrates the efficiency of a subcomponent, since each reform implemented with the aid of MPC is a goal accomplished.					
<b>PLAN FOR DATA ACQUISITION BY USAID</b>					
<b>Data Collection Method:</b>	Number of general reforms reported by leaders of subcomponents.				
<b>Method of Acquisition by USAID:</b>	Info to be collected by Monitoring and Evaluation team.				
<b>Data Source(s):</b>	Reports presented by leaders of subcomponents.				
<b>Frequency/Timing of Data Acquisition:</b>	Monthly MIDAS/ Quarterly USAID				
<b>Estimated Cost of Data Acquisition:</b>	Subsumed under contract.				
<b>Responsible Individual(s) at USAID:</b>	AD Staff				
<b>DATA QUALITY ISSUES</b>					
<b>Date of Initial Data Quality Assessment:</b>	February 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 Assessment:</b>	Forth Quarter FY 2008				
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>					
<b>Data Analysis:</b> Data will be analyzed by Program Planning Department and MIDAS Policy Component.					
<b>Review of Data:</b>	Monthly, Quarterly and Annual.				
<b>Reporting of Data:</b>	Monthly.				
<b>TARGETS AND MEASUREMENTS</b>					
<b>Baselines/Targets:</b> FY figures					
<b>Location of Data Storage:</b> Implementing Partners and USAID office					
<b>Disaggregated by:</b>	MPC subcomponents: Sanitary and Phytosanitary Standards; Technical Norms; DIAN Institutional Strengthening/ Services/ Procurement; Competitiveness Enhancing Support; Financial Reform; Labor Reform; Agriculture, Forestry and Environmental Reform; Fiscal Reform; Outreach; Land Reform.				
<b>Unit of Measure:</b>	Institutional reform.				
<b>Year</b>	<b>Target</b>	<b>Planned for Year</b>	<b>Actual for Year</b>	<b>Planned Cumulative Total</b>	<b>Actual Cumulative Total</b>
2006	Number of institutional reforms.	21	<b>19</b>	21	19
2007	Number of institutional reforms.	15	<b>35</b>	36	54
2008	Number of institutional reforms.	<b>21</b>		57	
2009	Number of institutional reforms.	<b>2</b>		59	
2010	Number of institutional reforms.	<b>0</b>		59	
<b>LoP Goal</b>	Number of institutional reforms			<b>77</b>	
<b>Note:</b> Internal Goal: 42					
Indicator developed by MIDAS; Last updated in Feb. 2008 by PPD/					

### **Annex 3: MIDAS Contract and Grant M&E Language**

#### **PROPOSED CUSTOMER CONTRACT LANGUAGE**

##### ***Project Monitoring and Reporting***

##### ***Requirements***

**Monitoring the performance of project customers and reporting the extent to which customers contribute to the achievement of program objectives is integral to determining the success of MIDAS. Both customer and MIDAS share equally in this responsibility. This section delineates the monitoring and reporting responsibilities of the Grantees.**

##### **Role of Customer in Project Monitoring and Reporting**

**Under this project the Grantee is required to collect, process and transmit to MIDAS, on a regular basis, specific data relevant to the performance of the Grantee throughout project implementation. The data specified below constitutes the minimum Grantee monitoring and reporting requirements of MIDAS. The Grantee is encouraged however to report additional data in support of the minimum requirements.**

- 1. Number of families benefiting from licit productive activities in the coca and/or poppy growing areas of the project**
  - a. a “family” is defined as a group of related individuals living in as a unit in a single household**
  - b. “benefiting” is defined as an increase in family income resulting from the participation in the MIDAS project**
- 2. Number of hectares of licit crops supported through alternative development projects in the coca**

#### **TERMINOLOGÍA PROPUESTA PARA CONTRATOS CON CLIENTES**

##### ***Requerimientos Para el Monitoreo y Reporte de Proyectos***

**La realización del monitoreo y reporte de los proyectos de los clientes hasta el punto en el cual el cliente contribuya al logro de los objetivos del programa es fundamental para determinar el éxito de MIDAS. Ambos, cliente y MIDAS comparten igual responsabilidad. Esta sección determina las responsabilidades del cliente en cuanto al monitoreo y la realización de reportes de ejecución.**

##### **Funciones del Cliente dentro del Proyecto de Monitoreo y Reportes**

**Bajo este proyecto el cliente se le solicita al cliente la recolección, proceso y transmisión a MIDAS de bases generales, e información específica y relevante durante la implementación del proyecto. La información descrita a continuación constituyen el monitoreo y reporte mínimos que el cliente debe entregar a MIDAS. No obstante, se espera que el cliente reporte información adicional como soporte de los mínimos requerimientos.**

- 1. Número de familias beneficiadas por actividades productivas lícitas en áreas de cultivos de coca y/o amapola involucradas en el proyecto.**
  - a. Definición de familia – (grupo familiar)**
  - b. Definición de beneficio ( incremento del ingreso del grupo familiar)**

and/or poppy growing areas of the project

3. Number of farmers receiving training in improved production practices
4. Number of citizens benefiting from infrastructure activities.
5. Number of workdays generated within a community during the life of the project classified by gender.
6. The total value of sales of licit products resulting from the project.
7. Information related to the baseline regarding the project and its own indicators.

#### Monitoring and Reporting Periodicity

The frequency of the monitoring and reporting and activities will depend on the type of project and its schedule, as defined by the Project Manager and the Monitoring & Evaluation Specialist for each project.

The information the Grantee will provide to MIDAS must be supported by documentation which may be requested at any time.

**Monthly – The Grantee is requested to submit monthly reports on or before the fifteen calendar day:**

#### Reporting Formats

MIDAS will provide the Grantee with the reporting formats to be used to submit the requested information.

#### Verification

MIDAS will also implement an independent information verification

2. Número de hectáreas de cultivos lícitos generados a través de proyectos de desarrollo alternativo in áreas de cultivos de coca o amapola involucradas en el proyecto.
3. Número de agricultores que reciben capacitación en mejoramiento de la producción y de los procesos productivos, si es del caso.
4. Número de habitantes beneficiados con las actividades productivas.
5. Número de días de trabajo generado dentro de la comunidad durante el desarrollo del proyecto, clasificado por género.
6. Valor total de ventas de productos lícitos generados con la ejecución del proyecto.
7. Información relacionada con la línea base, relativa al proyecto y sus indicadores propios.

#### Periodicidad del Monitoreo y Reporte

La periodicidad de los reportes y del monitoreo dependerán de cada proyecto y de su programación. Ésta será definida por el Director del Proyecto y por el especialista en Monitoreo y Evaluación.

La información proveída por el cliente a MIDAS debe estar soportada con documentación disponible en el momento de ser requerida.

**Mensual – El receptor de la donación deberá entregar reportes mensuales antes de los quince días calendario del siguiente mes.**

#### Formatos de Reporte

MIDAS suministrará al cliente los formatos para la presentación de la información requerida.

**system for all projects. The Grantee will be requested to collaborate with the parties performing the verification.**

Monitoring and Reporting Technical Assistance

**If the Grantee requires guidance in carrying out monitoring and reporting activities, a request may be made to the MIDAS Monitoring & Evaluation Specialist.**

Verificación

**MIDAS también implementará un sistema de verificación a través de un consultor externo para todos sus proyectos. El cliente deberá colaborar con el consultor en el desarrollo de la verificación necesaria.**

Asistencia Técnica al Monitoreo y Reporte  
**Si el donatario requiere ayuda en las actividades de monitoreo y evaluación, podrá hacer una solicitud al Especialista en Monitoreo y Evaluación de MIDAS**

## Annex 4: Formats

### CUADRO 2. INDICADORES GENERALES

PROYECTO:

000 NOMBRE PROYECTO

PERIODO REPORTADO:

MES/AÑO

Código	INDICADORES GENERALES	Unidades	Meta Proyecto	Acumulado Mes Anterior	Presupuesto Mes Actual	Ejecutado Mes Actual	Acumulado Presente Mes	% Ejecutado a la Fecha	Presupuesto Próximo Mes
	<b>Familias en zona influencia de Amapola/Coca</b>								
1	Identificadas	No.	0				0	-	
2	Seleccionadas con cartas de intención	No.	0				0	-	
3	Beneficiadas	No.	0				0	-	
	<b>Area en zona de influencia de Amapola/Coca</b>								
6	Seleccionada	Ha.	0				0	-	
7	Adecuada y prepreparada para siembra	Ha.	0				0	-	
8	Sembrada con cultivo asociado o complementario	Ha.	0				0	-	
9	Sembrada con cultivo principal	Ha.	0				0	-	
	<b>Material Vegetal en vivero o proveedor</b>								
11	MV Cultivo asociado o complementario	Ha. Equiv.	0				0	-	
12	MV Cultivo principal	Ha. Equiv.	0				0	-	
	<b>Días de trabajo generados - periodo MIDAS</b>								
16	Pagados para Hombres	No.	0				0	-	
17	Contribuidos para Hombres	No.	0				0	-	
16	Pagados para Mujeres	No.	0				0	-	
17	Contribuidos para Mujeres	No.	0				0	-	
	<b>Total Días de Trabajo Generados</b>	<b>No.</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>
	<b>Producción y Ventas - periodo USAID</b>								
21	Producción Cultivo Asociado o Complementario	Ton.	0				0	-	
22	Valor Ventas Cultivo Asociado o Complementario	COP \$MM	0				0	-	
23	Precio promedio Cultivo Asoc. o Complementario	COP\$/Ton	-	-	-	-	-	-	-
26	Producción Cultivo Principal	Ton.	0				0	-	
27	Valor Ventas Cultivo Principal	COP \$MM	0				0	-	
28	Precio promedio Cultivo Principal	COP\$/Ton	-	-	-	-	-	-	-
30	Total Ventas Proyecto	COP \$MM	0	0	0	0	0	-	0
	<b>Organizaciones Beneficiadas x el Proyecto</b>								
36	ONG creadas con ayuda del proyecto	No.	0				0	-	
37	ONG beneficiadas por el proyecto	No.	0				0	-	
	<b>Asistencia Técnica</b>								
41	No. de Visitas de Técnicos	No.					0	-	
42	No. de Usuarios atendidos	No.					0	-	
	<b>Capacitación</b>								
46	Eventos para Agricultores	No.	0				0	-	
47	Eventos para Personal Técnico	No.	0				0	-	
48	Giras de Conocimiento	No.	0				0	-	
49	Personas participando en actividades capacitación	No.	0				0	-	

**CUADRO 8. RESUMEN TIEMPO DEDICADO AL PROYECTO EQUIPO DE TRABAJO**

**PROYECTO: 000 NOMBRE PROYECTO**

**PERIODO REPORTADO: MES/AÑO**

**No. HORAS HÁBILES DEL MES: 184** (Ejemplo: # días hábiles x 8 horas + # sábados x 4 )

#	NOMBRE // DÍA	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL		
1	<b>NOMBRE APELLIDO</b>																																	0.0%	
	Horas Trabajo Proyecto																																	0	
	Horas Licencias																																	0	
	Horas Vacaciones																																	0	
2	<b>NOMBRE APELLIDO</b>																																	0.0%	
	Horas Trabajo Proyecto																																	0	
	Horas Licencias																																	0	
	Horas Vacaciones																																	0	
3	<b>NOMBRE APELLIDO</b>																																		0.0%
	Horas Trabajo Proyecto																																	0	
	Horas Licencias																																	0	
	Horas Vacaciones																																	0	
4	<b>NOMBRE APELLIDO</b>																																		0.0%
	Horas Trabajo Proyecto																																	0	
	Horas Licencias																																	0	
	Horas Vacaciones																																	0	

**CUADRO 3. REPORTE DE JORNALES**

**PROYECTO: 000 NOMBRE PROYECTO**

**PERIODO REPORTADO: MES/AÑO**

MUNICIPIO	UTILIZACIÓN DE JORNALES																							
	VIVERO				CULTIVO				INFRAESTRUCTURA				ADMINISTRATIVOS				TOTAL							
	HOMBRES		MUJERES		HOMBRE		MUJER		HOMBRE		MUJER		HOMBRE		MUJER		HOMBRE		MUJER					
	PAG.	CONT.	PAG.	CONT.	PAG.	CONT.	PAG.	CONT.	PAG.	CONT.	PAG.	CONT.	PAG.	CONT.	PAG.	CONT.	PAG.	CONT.	PAG.	CONT.				
A																					0	0	0	0
B																					0	0	0	0
C																					0	0	0	0
D																					0	0	0	0
E																					0	0	0	0
<b>TOTAL</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

RESUMEN JORNALES	HOMBRES	MUJERES	TOTAL
PAGADOS	0	0	0
CONTRIBUIDOS	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>

**PAG:** Pagados  
**CONT:** Contribuidos

**VALOR JORNAL \$ 14,000** <<< ----- Ingrese el valor del Jornal para el Proyecto

NOTA: Jornales Contribuidos corresponde a la contrapartida que aportan los agricultores. Este dato puede salir de la valoración de los técnicos para el desembolso de los créditos.





REPORTE DE VISITA DE OFICINA			
Proyecto N°		Integrador/Operador	Visita N°
Descripción:			
FECHA (mm/dd/aa)			
Fecha Informe:		Inicio visita:	Terminación visita:
Fecha radicación proyecto en MIDAS:			
Área total del proyecto	Has	No. familias a beneficiar	No. FTE
REGISTROS			
Fotográfico:	<input type="checkbox"/> SI <input type="checkbox"/> NO	Dirección donde reposa el archivo: _____	
Anexos	<input type="checkbox"/> SI <input type="checkbox"/> NO	Cuáles? _____	
OBJETIVOS			
1	Verificar los soportes de jornales reportados a la fecha.		
2	Verificar los soportes de las capacitaciones realizadas a la fecha.		
3	Revisar aspectos generales en la ejecución del proyecto.		
HALLAZGOS			
<b>Monitoreo (oficina):</b>			
Documentación Ambiental			
Revisión Ambiental aprobada / PMF	<input type="checkbox"/> SI <input type="checkbox"/> NO	MIP	<input type="checkbox"/> SI <input type="checkbox"/> NO
Informes Ambientales e Indicadores	<input type="checkbox"/> SI <input type="checkbox"/> NO	PERSUAP	<input type="checkbox"/> SI <input type="checkbox"/> NO
Otros (¿cuáles?) _____			
Evaluación Capacidad de Archivo			
Bueno	<input type="checkbox"/>	Observaciones:	_____
Regular	<input type="checkbox"/>		
Malo	<input type="checkbox"/>		
			Existes Bases de Daos de Información de los beneficiarios <input type="checkbox"/> SI <input type="checkbox"/> NO
FIRMAS			
Visitador:		Supervisor:	
O.T. No.:		Fecha (mm/dd/aa)	



VISITA DE CAMPO		
<b>INICIAL</b> <input type="checkbox"/>	<b>SEGUIMIENTO</b> <input type="checkbox"/> <b>Debe acompañarse del formulario ambiental</b>	<b>Visita N°</b> _____
Proyecto N° _____	Integrador/Operador: _____	Fecha: _____
Visitador _____	Funcionario <input type="checkbox"/>	Consultor <input type="checkbox"/> T & M <input type="checkbox"/>
LOCALIZACIÓN E INFORMACIÓN DEL PREDIO		
Departamento _____	Municipio _____	Vereda _____
Carácter de la propiedad	Propio <input type="checkbox"/> Arrendado <input type="checkbox"/> Cedido <input type="checkbox"/> Otro <input type="checkbox"/> Cúal? _____	Matricula _____
Nombre de la Finca _____	Propietario _____	
Área del predio _____ Has	Área Inscrita _____ Has	Área Sembrada _____ Has
Fecha Siembra _____	Georreferenciado Si <input type="checkbox"/> No <input type="checkbox"/> Puntos GPS _____	
Asociación: _____	Fotografías N° _____	
ENCUESTA		
Tipo de Cultivo _____	Edad del cultivo en meses _____	
Estado Fitosanitario	Excelente <input type="checkbox"/>	Bueno <input type="checkbox"/> Regular <input type="checkbox"/> Malo <input type="checkbox"/> No Aplica <input type="checkbox"/>
<b>Razón:</b> _____		
En producción	No <input type="checkbox"/> Si <input type="checkbox"/>	Valor de venta del producto \$ _____ Unidad _____
		Valor transporte al centro de acopio o punto de venta \$ _____ Unidad _____
Otros Ingresos	No <input type="checkbox"/> Si <input type="checkbox"/>	Monto mensual de otros ingresos \$ _____
Fuente Otros Ingresos	Empleo <input type="checkbox"/> Ganadería <input type="checkbox"/> Avicultura <input type="checkbox"/> Piscicultura <input type="checkbox"/>	Otros cultivos <input type="checkbox"/> Cuales _____
INFORMACIÓN SOCIAL		
Afiliado a Servicio de Salud	No <input type="checkbox"/> Si <input type="checkbox"/>	Cúal? NO SI _____
Servicios Públicos	Acueducto <input type="checkbox"/>	Calidad del servicio
	Energía <input type="checkbox"/>	
	Telefonía <input type="checkbox"/>	
	Aseo <input type="checkbox"/>	
		Bueno Regular Malo
OBSERVACIONES		
<b>CA</b> SI <input type="checkbox"/> NO <input type="checkbox"/>	<b>CC</b> SI <input type="checkbox"/> NO <input type="checkbox"/>	<b>CM</b> SI <input type="checkbox"/> NO <input type="checkbox"/>
Al Interior del predio <input type="checkbox"/>	Predios Vecinos <input type="checkbox"/>	Area <input type="checkbox"/> Tiempo de Implementación _____ Meses
NOTAS		
FIRMAS		
FINCA	INTEGRADOR/OPERADOR	VISITADOR
Nombre	Nombre	Nombre
Identificación	Identificación	Identificación

SEGUIMIENTO AMBIENTAL		HOJA 1	Visita N° _____
Proyecto N° _____ Integrador: _____		Fecha: mm/dd/aa _____	
Visitador _____		Funcionario <input type="checkbox"/>	Consultor <input type="checkbox"/> T & M <input type="checkbox"/>
Departamento _____	Municipio _____	Vereda _____	
Nombre de la Finca _____		Propietario _____	
ENCUESTA			
<b>1</b>		No <input type="checkbox"/>	Si <input type="checkbox"/>
Comentario: _____			
<b>2</b>		<input type="checkbox"/>	<input type="checkbox"/>
Comentario: _____			
<b>3</b>		<input type="checkbox"/>	SI <input type="checkbox"/>
Comentario: _____			
<b>4</b>		<input type="checkbox"/>	<input type="checkbox"/>
Comentario: _____			
<b>5</b>		<input type="checkbox"/>	<input type="checkbox"/>
Comentario: _____			
<b>6</b>		<input type="checkbox"/>	<input type="checkbox"/>
Comentario: _____			
<b>7</b>		<input type="checkbox"/>	<input type="checkbox"/>
Comentario: _____			
<b>8</b>		<input type="checkbox"/>	<input type="checkbox"/>
Comentario: _____			
<b>9</b>		<input type="checkbox"/>	<input type="checkbox"/>
Comentario: _____			
<b>10</b>		<input type="checkbox"/>	<input type="checkbox"/>
Comentario: _____			
<b>11</b>		<input type="checkbox"/>	<input type="checkbox"/>
Comentario: _____			
<b>12</b>		<input type="checkbox"/>	<input type="checkbox"/>
Comentario: _____			
<b>13</b>		<input type="checkbox"/>	<input type="checkbox"/>
Comentario: _____			
<b>14</b>		<input type="checkbox"/>	<input type="checkbox"/>
Comentario: _____			
FIRMAS			
FINCA	INTEGRADOR/OPERADOR	VISITADOR	
Nombre	Nombre	Nombre	
Identificación	Identificación	Identificación	

CONTINUACIÓN DE LA ENCUESTA

	No	Si
<b>15</b> _____ Comentario:	<input type="checkbox"/>	<input type="checkbox"/>
<b>16</b> _____ Comentario:	<input type="checkbox"/>	<input type="checkbox"/>
<b>17</b> _____ Comentario:	<input type="checkbox"/>	<input type="checkbox"/>
<b>18</b> _____ Comentario:	<input type="checkbox"/>	<input type="checkbox"/>
<b>19</b> _____ Comentario:	<input type="checkbox"/>	<input type="checkbox"/>
<b>20</b> _____ Comentario:	<input type="checkbox"/>	<input type="checkbox"/>
<b>21</b> _____ Comentario:	<input type="checkbox"/>	<input type="checkbox"/>
<b>22</b> _____ Comentario:	<input type="checkbox"/>	<input type="checkbox"/>
<b>23</b> _____ Comentario:	<input type="checkbox"/>	<input type="checkbox"/>
<b>24</b> _____ Comentario:	<input type="checkbox"/>	<input type="checkbox"/>
<b>25</b> _____ Comentario:	<input type="checkbox"/>	<input type="checkbox"/>
<b>26</b> _____ Comentario:	<input type="checkbox"/>	<input type="checkbox"/>
<b>27</b> _____ Comentario:	<input type="checkbox"/>	<input type="checkbox"/>

PESTICIDAS

	Nombre Comercial	Método de Aplicación	Transporte	Almacenamiento
1				
2				
3				
4				
5				

Previsiones para casos de emergencia: \_\_\_\_\_

Otras Observaciones \_\_\_\_\_

FIRMAS

FINCA	INTEGRADOR/OPERADOR	VISITADOR
Nombre	Nombre	Nombre
Identificación	Identificación	Identificación

Note: Usually Mission address is listed below. This is the generic USAID address.

**U.S. Agency for International Development**

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

[www.usaid.gov](http://www.usaid.gov)