

Annual Results Report

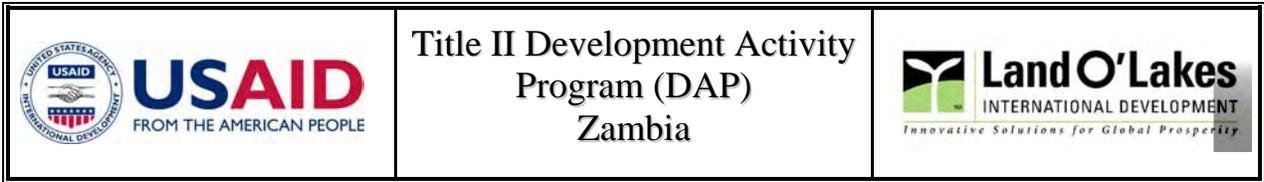
Multi-Year Assistance Programs/Development Activity Programs

Title II Country/Cooperating Sponsor Fiscal Year 2007

Submission Date: November 16, 2007

Cooperating Sponsor Headquarters
Contact Name: Mara Russell/Chung Lai
Contact Address :Land O'Lakes/Virginia
Contact Tel.: 703-524-1739
Contact Fax: 703-524-3668
Contact Email:
MARussell@landolakes.com
CTLai@landolakes.com

Cooperating Sponsor Country Office
Contact Name: Todd Thompson
Contact Address: Land O'Lakes/Zambia
Contact Tel.: +260 1 263929
Contact Fax: +260 1 265053
Contact Email:
Todd@landolakes.com.zm



Fiscal Year 2007 Results Report
USAID TA No. FFP-A-00-04-00001-00

Title II
Zambia/Land O'Lakes
FY2007

Submission Date: November 16, 2007

Contact Information

	Head Office	Regional Office	Country Office
Name	Mara Russell/Chung Lai	Joe Carvalho	Todd Thompson
Address	Land O'Lakes/Virginia	Land O'Lakes/Kenya	Land O'Lakes/Zambia
Telephone	703-524-1739	+254 2 748685	+260 1 263929
Fax	703-524-3668	+254 2 745056	+260 1 265053
Email	MARussell@landolakes.com , CTLai@landolakes.com	joe@landolakes.co.ke	Todd@landolakes.com.zm

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1.0 INTRODUCTION

The results in this report refer to the objectives and activities carried out by Land O'Lakes/Zambia (LOL/Z) during the period October 1, 2006 – September 30, 2007. During this period Land O'Lakes continued with the implementation of activities aimed at reducing food insecurity among vulnerable populations through dairy development activities.

Over 2,400 households directly benefited from the program during this fiscal year. Program interventions continued to be channeled through select farmer groups. Technical Assistance at the Milk Collection Centre (MCC) level also continued because the program recognizes the need to have a secure market for smallholder producers' milk. This is important to their livelihoods because it is the means by which they earn an income to improve their food security situation.

Program activities during this period were aimed at addressing the access element of food security by providing vulnerable households an opportunity to have a stable and sustainable income through dairy production. In order for smallholder producers to have sustainable incomes, and ultimately become food secure through enhanced purchasing power, both elements of demand and supply of milk have to be addressed.

With 40% of all rural households being net purchasers of staple food in any given year (mainly due to low productivity even in good-harvest years)¹, increasing incomes of these households is one of the most effective ways of addressing their food security. The program components – Dairy Livestock Development and Dairy Industry Development – were therefore interlinked to achieve food security for rural households participating in the program.

1.1 Dairy Livestock Development

The strategy of the dairy livestock development component is to build capacity within vulnerable populations to reduce food insecurity through dairy production. Due to the variability of rainfall within Zambia, which is concentrated between December and March, food insecurity during this "hungry period" is at its peak. Milk production though is at its highest due to the abundance of pasture, so dairy can assist greatly in reducing food insecurity.

The milk production from traditional cattle has tended to drop drastically with the onset of the dry season and production normally ends by July/August. By improving both the genetic quality and nutrition of dairy animals owned by vulnerable households, Land O'Lakes seeks to give its program beneficiaries a steady flow of income through the hunger period to enable them to purchase food when their own harvest runs out.

Land O' Lakes' intervention continues to be targeted at appropriate knowledge transfer through group training of farmers and building capacity within local extension services to provide community based technical assistance. Technical training and knowledge transfer include dairy husbandry, clean milk production, forage production and animal health. Other activities have included distribution to vulnerable households of exotic higher potential dairy stock and an artificial breeding sub-program.

1.2 Dairy Industry Development

In order to ensure a secure market for the raw milk produced by the program beneficiaries, the program continues to provide technical assistance to the MCCs. These were established to assist smallholder farmers' access to a stable market by bulking their raw milk together and accessing markets – either selling directly to consumers or dairy processors.

¹ Food Security Research Project/Michigan State University, 2003

Land O'Lakes continues to work with small and medium scale dairy processors, who purchase milk from MCCs, to improve their capacity utilization and to ensure their ability to provide the smallholder dairy farmers with a steady market for their milk. Land O'Lakes facilitated the formalization of purchase agreements between three new MCCs established in FY07 and dairy processors.

Palabana MCC is delivering milk to Kaposhi Dairies, Mapepe MCC has a purchase agreement with Dairy King Limited, and Liteta MCC has a purchase agreement with Zammilk Limited. Four more MCCs (Chibombo, Mutenda, Fisenge and Masopo) are expected to be linked to dairy processors before the end of 2007.

1.3 Warehouse Receipt System

This component was initiated by USAID/Zambia with the aim that producers get competitive prices for their crops by enabling them to store their produce until the market is favorable. This component was subcontracted to Zambia Agricultural Commodity Agency (ZACA) as the implementing agent since inception.

With the realization that most rural households participating in Land O'Lakes' Dairy Development Program are also crop producers (and that approximately 60% of the country's staple food, maize, is produced by rural smallholder farmers), the Warehouse Receipt System was aimed at ensuring that smallholders earned a higher price for their produce by allowing them to sell during deficit months when prices are high. However it was found that the decisions by most smallholder farmers regarding the sale of their crop has mainly been dictated by the need for cash rather than whether or not prevailing prices are profitable.

This component was also aimed at ensuring that smallholders have improved access to formal markets through the bulking of high quality produce rather than selling at discounted prices offered by traders. However, this component was not implemented as part of the Land O'Lakes program in FY07 following the dissolution of ZACA by USAID in 2006. This led to non-submission of performance reports by ZACA, which ultimately resulted in Land O'Lakes being unable to assess the program's performance on each of the indicators in this component².

2. ANNUAL RESULTS

The activities undertaken during FY07 are meant to meet the targets under the Intermediate Results (IRs) set for each of the program's components as shown in the Indicator Performance Tracking Table (IPTT) attached. This section of the report deals with the reporting of the program's results towards achieving the targets in relation to the goals, strategic objectives and the intermediary results of the program.

2.1 Program Goal: Reduction of Food Insecurity among Vulnerable Populations

In order to measure the food security impact of the program on its beneficiaries, two food security indicators were assessed during the Mid-Term Evaluation carried out in June of FY07. The indicators will again be measured in the Final Evaluation in FY08. These are Number of Months of Adequate Food Provisioning and Household Dietary Diversity.

² Details on the removal of these indicators have been provided in both the attached IPTT modifications document and the Revised Performance Monitoring Plan (PMP).

G1: Number of Months of Adequate Household Food Provisioning (NMAHFP)

Mid-Term Target: Average of 9.4 NMAHFP

Mid-Term Actual: Average of 8.2 NMAHFP

% of target achieved: 87%

This indicator was not measured in FY07 but will be measured in the Final Evaluation in FY08. The results of the Mid-Term Evaluation indicated that program beneficiaries had achieved an average of 8.2 Months of Adequate Food Provisioning. This was against a program target of 9.4 Months. Because the Mid-Term target was not achieved, the FY08 target has been revised downwards to 10 Months of Adequate Household Food Provisioning from the previous target of 11 Months³.

G2: Household Dietary Diversity Score (HDDS)

Mid-Term Target: None (This indicator introduced in FY06)

Mid-Term Actual: Average of 6.05

This indicator was introduced in FY07 in line with the FANTA guidelines and baseline data was only collected during the Mid-Term Evaluation. The total average score for Household Dietary Diversity for program beneficiaries at the Mid-Term Evaluation was 6.05. This indicated that households were having 6 out of 12 different foods groups. No target had been set for this indicator for this fiscal year but the indicator will be measured in the Final Evaluation in FY08 against a target of 7⁴.

2.2 Strategic Objective of the Program: Increased Incomes for Smallholder Farmers

SO1: Increase in Average Household Income from Dairy Sales

Mid-Term Target: Average of USD 636 per farmer per annum

Mid-Term Actual: Average of USD 732 per farmer per annum

% of target achieved: 115%

In line with FFP's emphasis on reducing food insecurity on a more sustainable long-term basis, Land O'Lakes' interventions promote self-reliance and empowerment of households that are perpetually vulnerable to recurrent risks to their livelihoods. The rationale is that by giving these households an alternative source of livelihood, they will be able to cope with the effects of natural shocks such as droughts, which threaten their food security situation almost every agricultural season.

Once trained and given a dairy heifer, when faced with shocks such as drought, these households will not resort to survival strategies like selling productive assets such as a plough. These types of economic decisions have a profound negative impact on food security status in the long term. Land O'Lakes firmly believes that by giving vulnerable households an opportunity to earn an income, the program enables them to be self-reliant and withstand the effects of shocks that threaten their livelihoods.

³ Details of the modifications to G1 have been provided in the attached justification document

⁴ Refer to the FY2006 Results Report for a detailed explanation of how the HDDS target was set to 7.

This indicator was also not tracked during the FY2007 results reporting period and will be reported in the Final Evaluation in FY08⁵.

SO2: Increase in Average Household Incomes From Warehousing System

Mid-Term Target: Increase by 35%

Mid-Term Actual: N/A

% of target achieved: N/A

Program performance on this indicator has not been tracked since FY06 following the dissolution of the implementing agent, ZACA, by USAID/Zambia. Therefore, the program's performance with respect to this indicator will no longer be tracked⁶.

2.3 Intermediate Results 1 (IR 1): Dairy Livestock Development

Objective: *Increased incomes for smallholder dairy farmers through increase in income from dairy production.*

IR 1.1: Increase in Milk Produced By Smallholder Farmers

Target: 3,025 Liters of milk per household per annum

Actual: 3,582 Liters of milk per household per annum

% of target achieved: 113%

Technical assistance such as animal nutrition, pasture establishment and herd management carried out in FY07 facilitated the increase in the volume of milk produced by smallholder farmers participating in the program. A total average volume of 3,582 liters was produced per household during this period. As Figure 2.1 below shows, this represented a 25% increase over last fiscal year's production which was 2,862 liters per household.

This increase also suggests that a substantial amount of milk produced by farmers participating in the program is not delivered to MCCs. The undelivered milk is either used for home consumption or sold informally within the communities. These volumes were not captured when MCC records were used to assess the program's performance on this indicator. The introduction of a farmer survey to address the shortcomings of using MCC data to compute performance rates for this indicator addressed this underestimation of production.

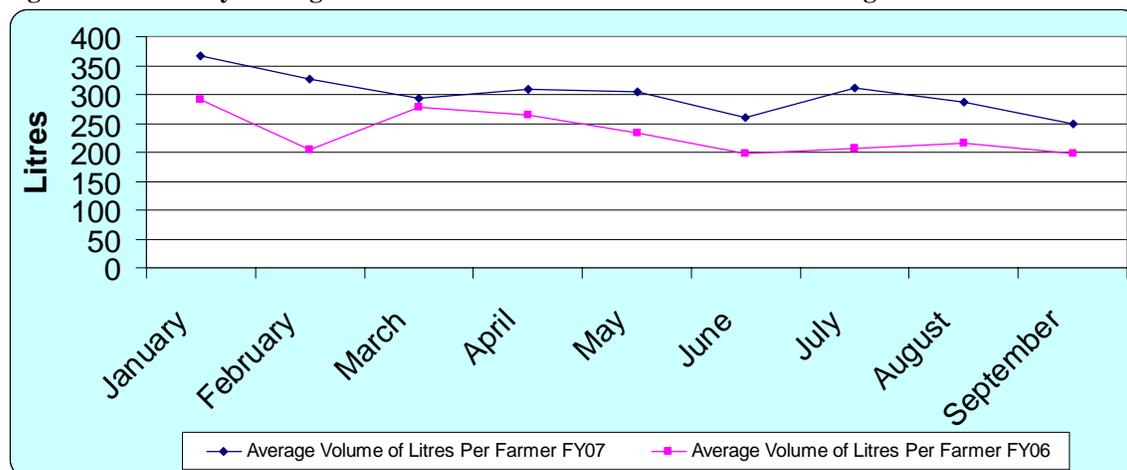
Variations in household milk production occur throughout the year. Production during the dry season decreases due to inadequate clean drinking water for cattle and inadequate nutritious feeds. Another contributing factor to low production this past FY was the outbreak of Contagious Bovine Plural Pneumonia (CBPP) resulting in loss of animals and low milk yields. This was the reason for the low yields in months such as February 2006 that normally would have relatively high production numbers.

The trend in the figure 2.1 below shows higher levels of production in the rainy season and lower levels of production in the dry season with a steady decrease from January to September.

⁵ For details on the program's performance on this indicator to date, see FY2006 results report.

⁶ For details on why this indicator will no longer be tracked, see justification document and revised PMP submitted as annexes to the FY2007 results report.

Figure 1-1: Monthly Average Liters of Milk Produced Per Household During the FY06 and FY07.



IR 1.2: Increase in Average Yield of Dairy Cattle

Target: 9.0 liters per cow per day
Actual: 6.9 liters per cow per day
% of Target Achieved: 76%

An average yield of 6.9 liters per cow per day was recorded during this past fiscal year. This result fell short of the targeted 9.0 liters per cow per day. This can be attributed to such factors as animal disease breakouts and water shortages which required people and animals to travel long distances to access drinking water. This led to reduced water intake by dairy animals and ultimate reductions in milk yields.

The program also recognizes challenges experienced in record keeping at the farmer level in regards to reliability and accuracy of most of the yield data provided by farmers. To help alleviate this problem, the linkage of program activities to the milk recording program being implemented by the Ministry of Agriculture and Cooperatives (MACO) under the National Agriculture Information Services (NAIS) is currently being explored. Once operational, this system should allow the program to consolidate the data reported in recall interviews supported with farmer level records and information collected under this government program.

IR 1.3: Number of Smallholder Farmers Owning Improved Dairy Cattle

Target: 900 farmers
Actual: 745 farmers
% of target achieved: 83%

The program’s ability to successfully implement activities aimed at improving the genetic potential of animals owned by program beneficiaries was greatly affected by the livestock movement ban implemented by the Government of Zambia after the breakout of Contagious Bovine Plural Pneumonia (CBBP) in the Southern Province. This ban began in March 2007 and is still in effect. The program only managed to distribute animals to 90 households out of the targeted 250.

The livestock movement ban also greatly hindered the pass-on heifer component of the program. Since cattle could not be moved, only 19 heifers were distributed to farmers.

Under the AI program, 213 farmers benefited by having their animals serviced by community-based AI technicians. A total of 322 farmers thus benefitted from the program's efforts to improve the genetic potential of smallholder dairy animals. This resulted in a cumulative total of 745 households against a target of 900.

Sixteen program beneficiaries lost their animals that were culled after testing positive to CBPP. In addition, 5% of the program beneficiaries reported deaths of animals they had received from LOL since program inception. The main causes of deaths were animal disease and farmer negligence. Most of these beneficiaries were left with AI calves born before their animals died. This resulted in a net 2% loss of improved animals among program beneficiaries.

IR 1.4: Number of Smallholder Farmers Trained

Target: 2,000 farmers
Actual: 2,414 farmers
% of target achieved: 121%

In order to transfer technical knowledge to the farmers, the program carried out trainings as shown in Table 2.4.1 below. This intervention has resulted in farmers being able to improve their productivity despite the challenges such as animal disease and water problems experienced this past fiscal year.

Technical support and farmer exchange visits were also undertaken to improve the adoption rates of technologies recommended by this program. A total of 2,414 farmers were trained in many aspects of dairy production and management. The percentages of this total that received various types of training and subsequently adopted the new skills and practices learned are detailed in Table 2.4.1 below.

Table 2.4.1: Progress in Farmer Training and Adoption of learned skills and Practices

	Type of Training	Percentage (%) of Farmers Trained in FY07	Percentage of Farmers that adopted new skills and practices learned
1	Record Keeping	87%	79%
2	Animal Nutrition	90%	87%
3	Animal Health	90%	86%
5	Calf Rearing	88%	82%
6	Milk Handling and Hygiene	88%	88%
7	Dairying as a Business	88%	75%
8	Feed Establishment	90%	81%
9	Feed Formulation	88%	74%
10	Feed Conservation	90%	86%

11	Artificial Inseminations	83%	39%
12	Market linkages through MCCs	84%	60%
	Average	88%	76%

Table 2.4.1 above indicates that on average, 88% of farmers participated in trainings and other technical assistance provided by Land O'Lakes in FY07 with an adoption rate of 76%. All farmers trained in milk handling and hygiene indicated to have adopted skills and new practices learned while only 39% and 60% adopted skills and practices learned in AI and Market linkages out of 83% and 84% trained.

In other aspects of dairy management, the difference between the percentage of farmers trained and those that adopted skills and practices learned ranged from as low as 3% for Animal Nutrition to as high as 13% and 14% for Dairy as a Business and Feed Formulation. Some of the difference between training and adoption of practices in Dairy as a Business could be as a result of the issue of poor record keeping at the farmer level. This has implications on profitability of the dairy enterprise, which is vital for sustainability.

Low adoption rates at the market linkage level is due to the delays in MCCs beginning operations in Copperbelt and Central provinces due to a lack of electricity supply by the state electricity company. These new MCCs are expected to be operational in FY08.

2.4 Intermediate Results 2: Dairy Industry Development

Objective: *Market linkages for smallholder dairy producers*

IR 2.1 Gross Value of Milk Sold by Milk Collection Centers

Target: *N/A (Impact Indicator to be measured at Final Evaluation)*

Actual: *US\$ 96,315 per annum per MCC*

The market linkage provided to smallholder producers by MCCs has continued to be an important factor in the dairy value chain. MCCs provide their members with a ready market for their produce.

During FY2007, Land O'Lakes provided technical assistance to 6 MCCs. Two MCCs (Kazungula and Sikaunze) located in the areas most hit by the cattle disease outbreak did not function for most of FY07 because their operations were halted by the loss of animals among beneficiary farmers. Meanwhile the program stepped up the establishment of MCCs in other areas of new growth such as the Copperbelt and in some areas where farmers were served by distant MCCs. A total of 4 new MCCs established by the program are expected to begin operating in FY08 and are expected to benefit 450 new households.

The average gross income earned by all 6 MCCs that were supported by LOL in FY07 was US\$96,315, representing a 26% increase over the figure reported in FY06⁷. Even though fewer operational MCCs earned higher gross incomes in FY07 than in the previous year, the performance of individual MCCs varied widely during this fiscal year and only 4 MCCs (Choma, Monze, Magoye and Palabana) performed well for the whole year and managed to sell more milk than the 4,000 liters per month threshold.

⁷ The Average Gross Income earned by MCCs in FY2006 measured as US\$ per MCC per Annum was 71,244

The two MCCs that barely exceeded the threshold were Zimba and Kalomo. They had an average annual gross income of US\$ 26,173. The two MCCs that did not operate for the whole year (Kazungula and Sikaunzwe) only earned combined total gross income of US\$9,710.

The average gross value of milk sold per MCC was computed with the consideration of only 6 MCCs which operated smoothly up to the end of FY2007. These were Magoye, Choma, Kalomo, Palabana, Zimba, and Monze. MCCs that did not operate for the whole period under review were also excluded to avoid skewing the average value towards the lower end given their extremely low combined annual gross income.

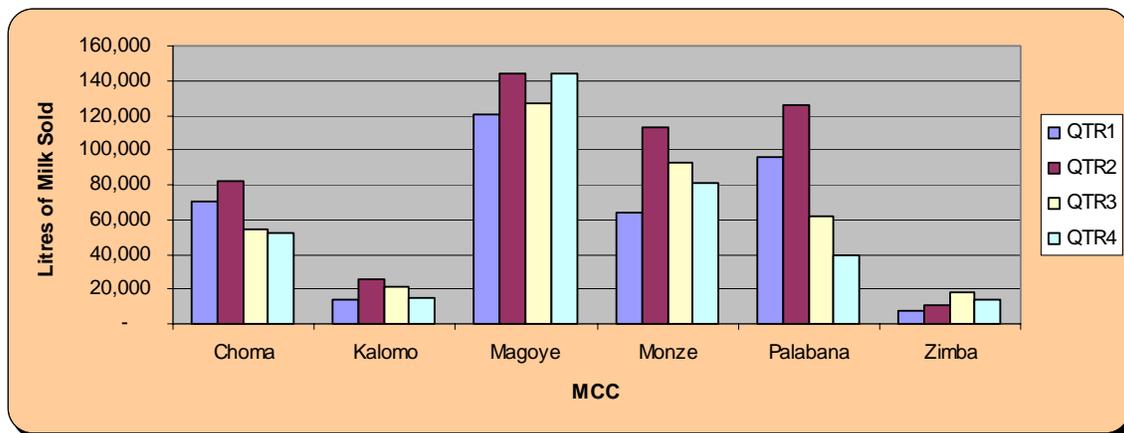
IR2.2: Average Volume of Milk Sold by Milk Collection Centers

Target: 282,200 Liters per annum per MCC
Actual: 265,850 Liters per annum per MCC
% of target achieved: 94%

MCCs bulked milk from three different sources during this fiscal year. Most of the milk (93%) was supplied by the members while the non-members' contribution to the total milk bulked was only 7%. A total of 1,676,714 liters were purchased by MCCs, of which 1,646,459 (98%) was sold to three different outlets - processors, bulk sales and counter sales.

All the milk sold to the processors was fresh while the milk sold to the other two outlets was either fresh or sour. The difference between the milk collected and the milk finally sold by the MCCs is attributed to the loss through spillages and/or through the extraction of whey when the milk is sold as sour.

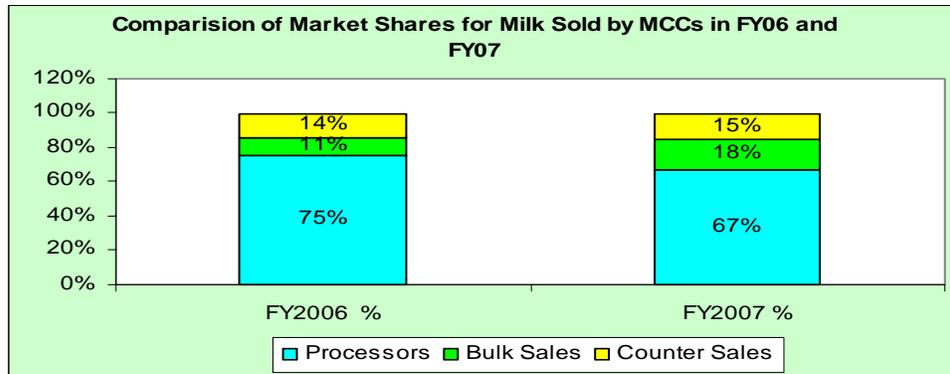
Figure 2.2.1: Average Volume of Milk sold by Milk Collection Centers in FY2007



Note: The figure above shows volumes of milk sold by each MCC on a quarterly basis in FY2007

The average volume of milk produced per MCC for the 6 MCCs that operated smoothly up to the end of FY07 was 265,850 liters. This represented a 94% percent achievement of the targeted volume of 282,200 liters. As figure 2.2.1 above shows, most the MCCs performed very well during the first and second quarters of the fiscal year (October 2006 – April 2007), which is also the hunger period for most rural households. The incomes from the sale of milk, together with the household consumption of milk hence enabled households participating in the program to be food secure through the hunger season.

Figure 2.2.2: Comparison of Market Shares for Milk Sold by MCCs in FY06 and FY07



Processors continued to be the most dominant buyers of milk from MCCs and the total volume of milk bought by the processors in FY07 was 115,197 liters which represented 67% of the total amount of milk sold by MCCs. However, the processors’ market share for milk sold by MCCs reduced from 75% in FY06 to 67% in FY07.

This decrease in the processors’ market was due to the increase in the market share of bulk sales which increased from 11% (171,571 liters) in FY06 to 18% (290,006 Liters) in FY07. Lower prices offered by processors compared to prices offered by bulk buyers also contributed to this development. It is worth noting that prices offered by processors do not fluctuate as much as prices offered by other buyers. Counter sales recorded a slight market share increase from 14% (223,269 Liters) in FY06 to 15% (241,256 liters) in FY07.

IR2.3: Number of Smallholder Farmers Delivering Milk to MCCs

Target: 1,250 farmers
Actual: 741 farmers
% of target achieved: 59%

The total number of farmer members delivering milk to the MCCs varied during the months of the period under review. The lowest turnout was in September (429 farmers) and the highest was in March (599 farmers) when most of the farmers started delivering milk to the MCCs for the first time.

The number decreased because of the three MCCs (Sikaunze, Kazungula and Nakasangwe) that did not operate for most of FY07 as explained above on I.R. 2.1. During this fiscal year, a total of 741 farmers delivered milk to the MCCs at least once. This translates to 59% of the target.

This under achievement was mainly caused by the delay in the start up of new MCCs mostly on the Copperbelt and Central Province which will now begin operating in FY08. With at least seven (4 MCCs expected in the next FY, the program is expected to reach the targeted number of 1,250.

IR 2.4: Volume of Milk Used by Processors to Produce Dairy Products

Target: 25% Increase
Actual: 24% Increase
% of target achieved: 96%

In order to create demand for smallholder milk, the program offered technical support to dairy processors in the development of new product lines, improvement of quality and implementation of a General Management Practice and Quality Assurance Program. The FY07 target was to increase volumes used by processors by 25% from the original baseline of 32 Million liters to a target of 39.8 million liters per annum. The volume processed in FY07 was 39.5 million liters which is a 24% increase over the baseline figure and 96% of the annual target.

R 2.5: Capacity Utilization of Dairy Processors

Target: 32%
Actual: 32%
% of target achieved: 100%

During this fiscal year, the capacity utilization of dairy processors reached 32% recording a 100% achievement over the target of 32% capacity utilization. The amount of milk bought by dairy processors from MCCs ranged from 22% to 40% among individual processors. This represents a huge increase as only 8% of smallholder milk was sold to dairy processors at the start of the program.

2.5 Intermediate Results 3: Improved Storage for Non-perishable Commodities

Objective: *Improved storage for non-perishable agricultural produce*

In this FY, activities aimed at bringing about desired results in the above intermediate result and its corresponding indicators below were not implemented following the dissolution of ZACA by USAID in 2006. Therefore all indicators under this component were not tracked in the FY under review.

IR 3.1: Increase in Commodity Receipts used as Collateral

Target: N/A
Actual: N/A
% of target achieved: N/A

IR 3.2: Number of Smallholder Farmers Trained

Target: N/A
Actual: N/A
% of target achieved: N/A

IR 3.3: Increase in Quantity of Commodities Deposited in Certified Warehouses by Smallholder Farmers

Target: N/A
Actual: N/A

% of target achieved: N/A

IR 3.4: Number of Warehouses Certified

Target: N/A

Actual: N/A

% of target achieved: N/A

3.0 Monitoring & Evaluation, Audits, and Studies

In FY07, a number of Monitoring and Evaluation (M&E) activities were conducted and facilitated. Group assessments using food security calendars were carried out to ensure that new groups selected to participate in the program's activities met the selection criteria. This was followed by a farmer selection survey which led to the selection of 503 new farmers mostly in Central and Copperbelt provinces.

A priority list was established based on the household's status in terms of Number of Months of Inadequate Food Provisioning (NMIFP) and households with the highest NMIFP scores were prioritized to participate in the program's activities and were considered eligible to receive a heifer later on. This selection criteria was also reinforced by the use of a complementary and more comprehensive assessment process that led to a priority list based on the household's vulnerability, poverty level, demographics, asset ownership, household consumption pattern and other similar indicators.

The program also made great efforts in addressing short comings in the quality of data collected to track its performance on a number of indicators. A quarterly Farmer Performance Monitoring Survey was introduced in the second quarter of the fiscal year and has been used since then to collect data on milk-producing households that are participating in the program's activities. This development has led to a more accurate and reliable measurement of IR1.1 and IR1.2 above.

The program also hosted a USAID Data Audit team in May 2007 which carried out data quality assessment exercises at MCC and beneficiary levels. The M&E unit also continued monitoring programmatic activities and prepared quarterly reports for submission to the Local USAID Mission Office. At the end of this fiscal year, the performance of the program was reviewed and lessons learned were used to come up with proposed changes in the FY08 and LOA targets.

ANNEX A: REVISED INDICATOR PERFORMANCE TRACKING TABLE

Indicator ¹	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	LOA Achieved
Goal (FFP/SO): Reduced Food Insecurity Among Vulnerable Populations																		
G1. Number Months of Adequate Household Food Provisioning	6.4 Months							9.4 Months	8.2 Months	87%				10 Months			10 months	
G2. Household Dietary Diversity Score (HDDS) ²									6.05	Baseline				7.00			7.00	

¹ See Performance Management Plan for details of each Indicator

² The baseline value for the HDDS was determined at mid-term Evaluation. Indicator explanation is in the Performance Management Plan and the justification document.

Indicator ¹	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	LOA Achieved
Strategic Objective: Increased Incomes for Smallholder Farmers																		
SO1. Increase in average household income from dairy sales	\$578 per farmer per annum							\$636 per farmer per annum	\$732 per farmer per annum	115%				\$694 per farmer per annum			\$694 per farmer per annum	
SO2. Increase in average household income from warehousing system ³	0							5%	n/a					n/a			n/a	

³ ZACA was inadvertently dissolved by USAID hence the warehouse receipt component will no longer be part of the program.

Indicator ¹	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	LOA Achieved
Intermediate Result 1 : Increased productivity of smallholder Dairy Farmers																		
IR1.1 Increase in average Volume of milk produced by smallholder farmers	2, 750 liters per annum per farmer				2, 888 liters per annum per farmer	3, 038 liters per annum per farmer	105%	3, 025 liters per annum per farmer	2, 862 liters per annum per farmer	95%	3, 166 liters per annum per farmer			3, 300 liters per annum per farmer			3, 300 liters per annum per farmer	
IR1.2 Increase in average yield of dairy cattle (liters per cow per day)	4.0 Litres per cow per day.				6.0 Litres per cow per day.	4.0 Litres per cow per day.	67%	8.0 Litres per cow per day.	7.8 Litres per cow per day.	97%	9 Litres per cow per day.			10 Litres per cow per day.			10 Litres per cow per day.	
IR1.3 Number of smallholder farmers owning improved dairy cattle	0				250	204	82%	650	587	91%	900			1,000			1,000	
IR1.4 Number of smallholder farmers trained	0				600	775	129%	1,200	1,911	159%	2000			2500			2500	

Indicator ¹	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	LOA Achieved
Intermediate Result 2: Improved Productivity of the Dairy Industry																		
IR2.1. Gross average value of milk sold by Milk Collection Centers	61,300 US\$ per annum per MCC					60,215 US\$ per annum per MCC		85,500 US\$ per annum per MCC	71,244 US\$ per annum per MCC	83%				77,344 US\$ per annum per MCC			77,344 US\$ per annum per MCC	
IR2.2. Average Volume of milk sold by Milk Collection Centers	245,400 Litres per annum per MCC				257,700 Litres per annum per MCC	202,800 Litres per annum per MCC	79%	269,900 Litres per annum per MCC	182,928 Litres per annum per MCC	68%	282,200 Litres per annum per MCC			294,500 Litres per annum per MCC			294,500 Litres per annum per MCC	
IR2.3. Number of smallholder farmers delivering milk to MCCs	600				850	744	88%	1,250	797	64%	1250			1250			1250	
IR2.4 Volume of milk used by targeted Processors to produce dairy products	(000) 31,908 Litres per annum				10% ((000) 35,099 Litres per annum)	21% ((000) 38,583 Litres per annum)	210%	20% ((000) 38,290 Litres per annum)	26% ((000) 40,256 Litres per annum)	130%	25% ((000) 39,885 Litres per annum)			30% ((000) 41,480 Litres per annum)			30% ((000) 41,480 Litres per annum)	
IR2.5 Capacity Utilization of targeted Processors to produce dairy products	26%				29%	32%	110%	31%	33%	106%	32%			34%			34%	

Indicator ¹	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	LOA Achieved
Intermediate Result 3: Improved storage of Non-perishable Commodities⁴																		
IR3.1 Increase in commodity receipts used as collateral	0							35%	47%	130%				n/a			n/a	
IR3.2 Number of smallholder farmers trained	0				2,000	2,133	107%	3,000	3,000	100%	n/a			n/a			n/a	
IR3.3 Increase in quantity of commodities deposited in certified warehouses by smallholder farmers	0 Mt				5,000 Mt	3,654 Mt	73%	10,000 Mt	17,000Mt	170%	n/a			n/a			n/a	
IR3.4 Number of Warehouses certified	0				3	5	167%	6	5	83%	n/a			n/a			n/a	

⁴ The indicators under IR 3 do not have targets for FY4 and FY5 because the ZACA which was implementing the component where these indicators were measured was dissolved by USAID.

FFP Standardized Annual Performance Questionnaire (SAPQ) - FY 2007

YOUR COMMENTS

You may make comments, if desired in this column. i.e., if you are uncertain whether a particular indicator is what FFP is looking for, mention it here.

CS PROGRAM INFORMATION

CS Name(s)	Land O'Lakes
Country <i>(or Countries, for Regional Programs)</i>	Zambia
Project location(s) in country	Monze, Mazabuka, Choma, Kalomo, Kazungula, Chibombo, Mufurila, Luanshya, Kitwe, Chingola
Program Start Date (mm/dd/yy)	3/1/2004
Program End Date (mm/dd/yy)	9/30/2009
Program Name	Zambia Title II Development Assistance Program
TA or Project Number	FFP-A-00-04-00001-00

CS CONTACT INFORMATION

Contact Name (person filling out the SAPQ)	Sibeso Mululuma
Contact Email	sibeso@landolakes.com.zm
Contact Address	Land O'Lakes, P.O Box 320029, Lusaka
Contact Phone	260 1 263929

SECTION 1: Nutritional Status

1	Does your program implement activities to maintain or improve the nutritional status of program beneficiaries?	Yes/No
		No

If No, skip the rest of this section. Go directly to question #9

- Fill out the table below with the ANTHROPOMETRIC indicators used by your program for annual reporting on the nutritional status of your program's beneficiaries. It is important to write the precise definition for each indicator, including the measure used and the group measured (e.g. % of children 0 - 23 mo old with WAZ < -2). In other words, please do not write simply "Malnutrition rate" or "Recovery rate" or "% graduating from feeding program" without also telling us what anthropometric measure and cutoff is used.
- Acceptable anthropometric measures include prevalence of stunting (height for age Z - HfA), underweight (weight for age - WfA), wasting (weight for height WfH), weight gain, growth faltering (trend of weight gain), body mass index (BMI), middle-upper arm circumference (MUAC); average HfA Z score (HAZ), WfA Z score (WAZ), WfH Z score (WHZ), BMI, MUAC; proportion of children/adults recuperating to defined cutoffs (e.g. WAZ 80% median). Measures such as breastfeeding, vaccination rates, or numbers of ration recipients are not anthropometric.
- 2 • Only include data for indicators that you monitor annually. Annual data will be based on regular monitoring of your program beneficiaries and not on a representative sample survey of a broader population. Please provide data only for the years requested, and not for other years.
- For each indicator listed, fill in the desired direction of change (increase or decrease), the indicator value for the last two fiscal years (i.e. the results achieved), and the number of beneficiaries reached by this particular activity in FY07. Only report data for the requested years.

	Indicators	Desired direction (+/-)	FY06		FY07	
			actual %	# beneficiaries	actual %	# beneficiaries
2.1			%	#	%	#
2.2			%	#	%	#
2.3			%	#	%	#
2.4			%	#	%	#

3	Did your program measure the prevalence of underweight (WAZ <-2) in children 0 - 59 mo of age in the target population in FY07? (<u>Impact</u> indicator (not annual) --- provide data from a population-based survey only).	Yes/No
		No

If No, skip directly to question #6

4	What was the prevalence of underweight (WAZ <-2) in children 0 - 59 mo of age in the target population in FY07? What are the out year targets for % underweight through FY11, as applicable? (Impact indicator (not annual) --- provide data from a population-based survey only).	Future Targets				
		FY07	FY08	FY09	FY10	FY11
		% underweight	% underweight	% underweight	% underweight	% underweight
		%	%	%	%	%

5	What was the number of children 0 - 59 mo of age in the target population in FY07?	FY07
		# 0-59 mo
		#

6	Did your program measure the prevalence of stunting (HAZ <-2) in children 6 - 59 mo of age in the target population in FY07? (<u>Impact</u> indicator (not annual) --- provide data from a population-based survey only).	Yes/No
		No

If No, skip the rest of this section. Go directly to question #9

7	What was the prevalence of stunting (HAZ <-2) in children 6 - 59 mo of age in the target population in FY07? What are the out year targets for % stunting through FY11, as applicable? (Impact indicator (not annual) --- provide data from a population-based survey only).	Future Targets				
		FY07	FY08	FY09	FY10	FY11
		% stunted	% stunted	% stunted	% stunted	% stunted
		%	%	%	%	%

8	What was the number of children 6 - 59 mo of age in the target population in FY07?	FY07
		# 6-59 mo
		#

SECTION 2: Health, Nutrition, and Hygiene Behavior

If **No**, skip the rest of this section. Go directly to question #11

9	Does your program implement activities to improve health, nutrition or hygiene behaviors?	Yes/No
		No

Fill out the table below with the Annual indicators used by your program for reporting on the % of beneficiaries adopting improved health, nutrition or hygiene behaviors. Use the drop down menu to select the indicator on which you are reporting. Only the indicators on the drop down menu can be included. See Food for Peace Information Bulletin 07-02 for further information on these indicators. For indicators with an *, the specific behaviors that comprise these indicators are to be defined by the cooperating sponsor. For each indicator, fill in data on the FY07 indicator value (i.e. the result achieved) and number of beneficiaries reached in FY07, and out year targets for the indicator value through FY11, as applicable. See the *Definitions* tab for a definition of "beneficiaries".

	Indicators	FY07		Future Targets			
		actual %	# beneficiaries	FY08	FY09	FY10	FY11
				target %	target %	target %	target %
10.1		%	#	%	%	%	%
10.2		%	#	%	%	%	%
10.3		%	#	%	%	%	%
10.4		%	#	%	%	%	%

SECTION 3: Household Access to Food

If **No**, skip the rest of this section. Go directly to question #23?

11	Does your program implement activities to maintain or improve household access to food?	Yes/No
		Yes

12	What was the number of households in the target population in FY07?	FY07
		# households
		2,000

If **No**, skip the rest of this section. Go directly to question #15

13	Did your program measure months of adequate or inadequate food provisioning among the target population in FY07? (<u>Impact</u> indicator (not annual) --- provide data from a population-based survey only).	Yes/No
		No

Fill out the table below with the number of months of adequate food provisioning data for FY07, for the most recent measure prior to FY07 (include the year in which the data were collected), and for out year targets through FY11, as applicable. (Impact indicator (not annual) --- provide data from a population-based survey only). If you measured INADEQUATE instead of ADEQUATE months, convert your data to ADEQUATE months (12 - # of inadequate months). See the *Definitions* tab for a description of how this indicator is measured. Only provide data if you are using the method described.

	Indicator	FY07		Future Targets			
		# months	From which FY?	FY08	FY09	FY10	FY11
				# months	# of months	# of months	# of months
	Number of months of ADEQUATE food provisioning	#	FY	#	#	#	#

If **No**, skip the rest of this section. Go directly to question #17

15	Did your program measure <u>household</u> dietary diversity among the target population in FY07? (<u>Impact</u> indicator (not annual) --- provide data from a population-based survey only).	Yes/No
		No

Fill out the table below with average household dietary diversity for FY07 and for the most recent measure prior to FY07 (include the year in which the data were collected). (Impact indicator (not annual) --- provide data from a population-based survey only). See the *Definitions* tab for a description of how this indicator is measured. Only provide data if you are using the method described.

	Indicator	FY07		Most recent FY prior to FY07 (enter n/a if FY07 was the baseline)	
		# food groups	From which FY?	# food groups	# food groups
				#	#
	Average household dietary diversity	#	FY	#	#

SECTION 4: Agricultural Extension

If **No**, skip the rest of this section. Go directly to question #23

17	Does your Title II program provide farmers with extension/outreach services?	Yes/No
		Yes

18	How many farmers (individuals, not households) received extension/outreach services in FY07? (<u>Annual</u> indicator) What are the out year targets for number of farmers through FY11, as applicable?	FY07	Future Targets			
		# farmers	FY08	FY09	FY10	FY11
			# farmers	# farmers	# farmers	# farmers
		2,102	2,300	2,300	#	#

19	How many sustainable agricultural technologies is your project transferring? See the "Definitions" tab for a definition of "sustainable agricultural technologies"	# technologies
		9

20	List which sustainable agricultural technologies were made available for transfer in FY07
20.1	Artificial Insemination
20.2	Zero Grazing
20.3	Milk hygiene and Handling
20.4	Business Skills
20.5	Pasture and Forage Establishment
20.6	Animal Health Management
20.7	Compound Feed
20.8	Record Management
20.9	Improved cattle Breeds

21	What is the minimum # of sustainable agricultural technologies targeted for adoption by project beneficiaries? See the "Definitions" tab for a definition of "minimum number"	# technologies
		5

22	What % of program beneficiaries adopted the minimum # of technologies in FY07? (<u>Annual</u> indicator) What are the out year targets through FY11, as applicable?	FY07	Future Targets			
		% beneficiaries	FY08	FY09	FY10	FY11
			% beneficiaries	% beneficiaries	% beneficiaries	% beneficiaries
	2	63%	75%	75%	%	%

SECTION 5: Disaster Early Warning Systems

23	Does your program assist communities to develop disaster early warning and response systems? See the "Definitions" tab for a definition of "disaster early warning and response system".	Yes/No				
		No				
24	How many communities does your program plan to assist to develop disaster early warning and response systems over the LOA?	# communities				
		#				
25	How many communities had disaster early warning and response systems in place in FY07? (Annual indicator) What are the out year targets for # of communities through FY11, as applicable?	FY07	Future Targets			
			FY08	FY09	FY10	FY11
		# communities	# communities	# communities	# communities	# communities
		#	#	#	#	#

If No, skip the rest of this section. Go directly to question #26

SECTION 6: Infrastructure To Mitigate Shocks

26	Does your program assist communities to improve or develop physical infrastructure to mitigate the impact of shocks? See the "Definitions" tab for a definition of "infrastructure"	Yes/No				
		No				
27	How many communities does your program plan to assist to improve or develop infrastructure to mitigate the impact of shocks over the LOA?	# communities				
		#				
28	List what kinds of physical infrastructure were improved or developed in FY07.					
28.1						
28.2						
28.3						
28.4						
28.5						
29	How many communities had improved physical infrastructure to mitigate the impact of shocks in FY07? (Annual indicator) What are the out year targets for # of communities through FY11, as applicable?	FY07	Future Targets			
			FY08	FY09	FY10	FY11
		# communities	# communities	# communities	# communities	# communities
		#	#	#	#	#

If No, skip the rest of this section. Go directly to question #30

SECTION 7: Safety-Nets

30	Does your program assist communities to strengthen safety-nets to address the needs of their most vulnerable members? See the "Definitions" tab for a definition of "safety-net"	Yes/No				
		No				
31	How many communities does your program plan to assist to strengthen safety-nets over the LOA?	# communities				
		#				
32	How many communities had safety-nets in place in FY07? (Annual indicator) What are the out year targets for # of communities through FY11, as applicable?	FY07	Future Targets			
			FY08	FY09	FY10	FY11
		# communities	# communities	# communities	# communities	# communities
		#	#	#	#	#

If No, skip the rest of this section. Go directly to question #33

SECTION 8: Community Capacity

33	Does your program help strengthen community capacity?	Yes/No				
		Yes				
34	How many communities does your program assist?	# communities				
		24				
35	List the components of community capacity that your program strengthens. Select from the drop down menu.					
35.1	Governance structure					
35.2	Implementation capacity					
35.3	Internal functioning					
35.4	Analysis and planning capacity					
35.5	Resource diversification					
35.6						
35.7						
35.8						
35.9						
36	How many communities had strengthened community capacity in FY07? (Annual indicator) What are the out year targets for # of communities through FY11, as applicable?	FY07	Future Targets			
			FY08	FY09	FY10	FY11
		# communities	# communities	# communities	# communities	# communities
		24	28	28	#	#

If No, skip the rest of this section. You are finished.

Beneficiary Data by Technical Sector

Remember: Programs operating in more than one country should provide their program total here and complete the Regional Bens by Sector tab to provide this information broken down by individual country as well.

Country, Countries, Regional
Zambia

Cooperating Sponsor
Land O'Lakes

Submission Date (mm/dd/yy)
11/16/07

Submission Type
original

Fiscal Year
2007

FFP Funding Source
Non-Emergency Funding

Technical Sector	FY07 Results Report Data						Outyear Estimates					
	Planned Beneficiaries FY07			Reached Beneficiaries FY07			Planned Beneficiaries FY08			Outyear Estimates		
	Male	Female	FY07 Planned Total	Male	Female	FY07 Planned Total	Male	Female	FY08 Planned Total	FY09 Planned Total	FY10 Planned Total	FY11 Planned Total
Ag./NRM - Non HIV	4,988	2,138	7,125	4,289	1,838	6,128	5,320	2,280	7,600			
Ag./NRM - HIV	263	113	375	226	97	323	280	120	400			
-	-	-	-	-	-	-	-	-	-	-	-	-
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Total Direct Beneficiaries	5,250	2,250	7,500	4,515	1,935	6,450	5,600	2,400	8,000	0	0	0

IDP and Refugee Beneficiary Data			
Does your program implement activities to benefit IDPs or refugees?	No		
	Planned FY07	Reached FY07	Planned FY08
If yes, what was the number of IDP beneficiaries in FY07?			
If yes, what was the number of refugee beneficiaries in FY07?			

Name and Contact Information of Individual Completing this Form	
Name:	Sibeso Mululuma
Complete Address:	Land O'Lakes, P.O. Box 320029, Lusaka, ZAMBIA
Phone:	260 211 263929
Email:	sibeso@landolakes.com.zm

Annex D

Expenditure Report

Funding Sources

US \$1 = 3,935 5 Zambia Kwacha using exchange rate at 9/30/2007.

<i>Consolidated Line Items</i>	Monetization Proceeds		Section 202(e)		ITSH		CS Cost Share		Other (specify)		TOTAL	
	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended
FY 2004												
FY 2004 Opening Balance												
FY 2004 Income - new funds	2,146,034	2,146,034	934,553	934,552			528,655	0			3,609,242	3,080,586
FY 2004 Income - interest											0	0
Total FY 2007 Income	2,146,034	2,146,034	934,553	934,552	0	0	528,655	0	0	0	3,609,242	3,080,586
Funds Available in FY 2004	2,146,034	2,146,034	934,553	934,552	0	0	528,655	0	0	0	3,609,242	3,080,586
Expenses												
Agriculture & Infrastructure*	1,750,000	\$183,586	388,443	119,909			528,655	0			2,667,098	303,495
Total Direct Costs	1,750,000	183,586	388,443	119,909	0	0	528,655	0	0	0	2,667,098	303,495
Indirect Costs		0	546,110	98,954							546,110	98,954
FY 2004 Total Expenses	1,750,000	183,586	934,553	218,862	0	0	528,655	0	0	0	3,213,208	402,448
FY 2004 Closing Balance	396,034	1,962,448	0	715,690	0	0	0	0	0	0	396,034	2,678,138

Notes: Complete a chart for each FY completed to date under the MYAP/DAP.

<i>Consolidated Line Items</i>	Monetization Proceeds		Section 202(e)		ITSH		CS Cost Share		Other (specify)		TOTAL	
	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended
FY 2005												
FY 2005 Opening Balance	396,034	1,962,448	0	715,690							396,034	2,678,138
FY 2005 Income - new funds	2,227,750	\$2,243,390	824,395	659,495			601,652	277,033			3,653,797	3,179,918
FY 2005 Income - interest	31,703	8,495									31,703	8,495
Total FY 2005 Income	2,259,453	2,251,885	824,395	659,495	0	0	601,652	277,033	0	0	3,685,500	3,188,413
Funds Available in FY 2005	2,655,487	4,214,333	824,395	1,375,185	0	0	601,652	277,033	0	0	4,081,534	5,866,551
Expenses												
Agriculture & Infrastructure*	1,750,000	\$1,703,649	312,383	426,255			601,652	277,033			2,664,035	2,406,937
Total Direct Costs	1,750,000	1,703,649	312,383	426,255	0	0	601,652	277,033	0	0	2,664,035	2,406,937
Indirect Costs		0	512,012	676,740							512,012	676,740
FY 2005 Total Expenses	1,750,000	1,703,649	824,395	1,102,995	0	0	601,652	277,033	0	0	3,176,047	3,083,677
FY 2005 Closing Balance	905,487	2,510,684	0	272,190	0	0	0	0	0	0	905,487	2,782,874

Notes:

Funding Sources

<i>Consolidated Line Items</i>	Monetization Proceeds		Section 202(e)		ITSH		CS Cost Share		Other (specify)		TOTAL	
	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended
FY 2006												
FY 2006 Opening Balance	905,487	2,510,684	0	272,190							905,487	2,782,874
FY 2006 Income - new funds	1,125,000	\$1,697,501	763,933	928,893			255,221	628,352			2,144,154	3,254,746
FY 2006 Income - interest	20,380	16,270									20,380	16,270
Total FY 2006 Income	1,145,380	1,713,771	763,933	928,893	0	0	255,221	628,352	0	0	2,164,534	3,271,016
Funds Available in FY 2006	2,050,867	4,224,455	763,933	1,201,083	0	0	255,221	628,352	0	0	3,070,021	6,053,890
Expenses												
Agriculture & Infrastructure*	1,125,000	\$2,463,636	331,193	390,813			255,221	628,352			1,711,414	3,482,801
Total Direct Costs	1,125,000	2,463,636	331,193	390,813	0	0	255,221	628,352	0	0	1,711,414	3,482,801
Indirect Costs		0	432,740	747,601							432,740	747,601
FY 2006 Total Expenses	1,125,000	2,463,636	763,933	1,138,414	0	0	255,221	628,352	0	0	2,144,154	4,230,402
FY 2006 Closing Balance	925,867	1,760,819	0	62,669	0	0	0	0	0	0	925,867	1,823,488

Notes:

Funding Sources

<i>Consolidated Line Items</i>	Monetization Proceeds		Section 202(e)		ITSH		CS Cost Share		Other (specify)		TOTAL	
	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended	Approved Budget	Actual Expended
FY 2007												
FY 2007 Opening Balance	925,867	1,760,819	0	62,669							925,867	1,823,488
FY 2007 Income - new funds	1,125,000	1,740,966	771,329	771,329			281,628	16,393			2,177,957	2,528,688
FY 2007 Income - interest	20,380	66,351									20,380	66,351
Total FY 2007 Income	1,145,380	1,807,317	771,329	771,329	0	0	281,628	16,393	0	0	2,198,337	2,595,039
Funds Available in FY 2007	2,071,247	3,568,137	771,329	833,998	0	0	281,628	16,393	0	0	3,124,204	4,418,528
Expenses												
Agriculture & Infrastructure*	1,125,000	1,876,374	338,381	347,546			281,628	16,393			1,745,009	2,240,313
Total Direct Costs	1,125,000	1,876,374	338,381	347,546	0	0	281,628	16,393	0	0	1,745,009	2,240,313
Indirect Costs		0	432,948	613,162							432,948	613,162
FY 2007 Total Expenses	1,125,000	1,876,374	771,329	960,707	0	0	281,628	16,393	0	0	2,177,957	2,853,474
FY 2007 Closing Balance	946,247	1,691,763	0	-126,709	0	0	0	0	0	0	946,247	1,565,053

Notes:

Appendix XX

Country

PVO

Date of Submission

Type of Submission (MYAP Proposal, PREP, or Results Report)

Implementation Year (XX/XX/XXXX - XX/XX/XXXX)

Actual Cost Recovery Table - Implementation Year ____

Instructions:

1. CSs should fill out this information for the Results Reports
2. Provide all monetary values in U.S. Dollars
3. Formulas have been provided to summarize data, where necessary. Please do not enter data in these fields.
4. Some of the formulas will not calculate unless all of the necessary information is entered in appropriately.

	Call Fwd. 1	Call Fwd. 2	Call Fwd. 3	Call Fwd. 4	Call Fwd. 5	Average	Total
Commodity Request Number*							
1. Actual sale date (or period)							
2. Commodity	Wheat, Northern Spring, Dark, Bulk, w/bags*						
3. Tonnage (MT) called forward	4,500						4,500
4. Exchange Rate at time of sale or sales agreement	4200.00					4200.00	
5. Actual Commodity Cost (\$/MT) **	\$210					\$210	\$942,930
6. Actual Ocean Freight (US or foreign flag) (\$/MT)	\$134					\$134	\$605,025
7. Actual Inland Freight (\$/MT)	\$110					\$110	\$492,750
8. Partner / Consortium Monetization Fee (\$/MT) - if applicable***						\$0	\$0
9. Actual Taxes and Duties on Sale of Monetization Tonnage (\$/MT)	\$0					\$0	\$0
10. Actual Total Cost to the USG (\$/MT) [lines 5+6+7+8+9]	\$453	\$0	\$0	\$0	\$0	\$453	\$2,040,705
11. Actual sales price \$/MT (anticipated average if multiple lot sales planned)	\$388					\$388	
12. Actual Monetization Proceeds [lines 3 x 11]	\$1,745,010	\$0	\$0	\$0	\$0		\$1,745,010
13. Actual Cost Recovery [line 11 / 10]	85.51%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	85.51%	

Notes:

* From the Food Aid Request Entry System (FARES) call forward

** FAS Prices can be obtained from USAID OAA/T

*** The amount that the Cooperating Sponsor pays as a fee to a partner or consortium lead for managing a monetization sale.

Appendix XX

Country

PVO

Date of Submission

Type of Submission (MYAP Proposal, PREP, or Results Report)

Implementation Year (XX/XX/XXXX - XX/XX/XXXX)

Anticipated Cost Recovery Table - Implementation Year ____

Instructions:

1. CSs should fill out this information for MYAP proposals and PREPs
2. Provide all monetary values in U.S. Dollars
3. Formulas have been provided to summarize data, where necessary. Please do not enter data in these fields.
4. Some of the formulas will not calculate unless all of the necessary information is entered in appropriately.

	Call Fwd. 1	Call Fwd. 2	Call Fwd. 3	Call Fwd. 4	Call Fwd. 5	Average	Total
1. Expected sale date (or period)							
2. Commodity							
3. Tonnage (MT) to be called forward							0
4. Exchange Rate at time of sale or sales agreement (estimated)						#DIV/0!	
5. CS estimated FAS cost* (total \$/MT)						#DIV/0!	\$0
6. Ocean Freight estimate (foreign flag) (\$/MT)						#DIV/0!	\$0
7. Inland Freight estimate (\$/MT)						#DIV/0!	\$0
8. Partner / Consortium Monetization Fee (\$/MT) - if applicable**						#DIV/0!	\$0
9. Anticipated Taxes and Duties on Sale of Monetization Tonnage (\$/MT)						#DIV/0!	\$0
10. Total Estimated Cost (\$/MT) [lines 5+6+7+8+9]	\$0	\$0	\$0	\$0	\$0	#DIV/0!	\$0
11. Anticipated sales price \$/MT (anticipated average if multiple lot sales planned)						#DIV/0!	
12. Anticipated Monetization Proceeds [lines 3 x 11]	\$0	\$0	\$0	\$0	\$0		\$0
13. Anticipated Cost Recovery [line 11 / 10]	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	

Notes:

* FAS prices can be obtained from USAID OAA/T

** The amount that the Cooperating Sponsor pays as a fee to a partner or consortium lead for managing a monetization sale.

Appendix XX

Country: ZAMBIA

PVO: LAND O'LAKES

Date of Submission: 16 NOVEMBER

Type of Submission (MYAP Proposal, PREP, or Results Report) RESULTS REPORT

Implementation Year (XX/XX/XXXX - XX/XX/XXXX)

Anticipated and Actual Monetization Results for Implementation for Implementation Year __

Instructions:

1. CSs should fill out this information for MYAP proposals, PREPs, and Results Reports as appropriate. The usage of the verb "did" in the above questions refers to Results Reports and "would" or "will" refers to MYAP proposal and PREP submissions.

2. The length of cells for explanation can be increased or decreased as needed. Please address all of the questions in no more than five pages (of letter-sized paper).

impacts of the monetization on the host country. For initial MYAP submissions and results reports that indicate negative impacts on local economies or markets, then a new or revised detailed monetization plan and justification must be provided as an attachment to this annex. The revised plan should include a discussion of the negative impacts and proposed activities to mitigate them in the future, and all of the requirements and formats specified in the P.L. 480 Title II Program Policies and Proposal Guidelines and the Multi-Year Assistance Program Proposal Application Format. CSs should reference the Title II Monetization Field Manual with reference to monetization criteria and FFP monetization policies.

Maximizing Value of Proceeds:

The CS should provide justification for the timing of monetization of commodities and how this corresponds to the agricultural crop and market cycles in order to obtain the best sales price (this information should also be reflected in the commodity pipeline table included in the AER).

Explanation:

The sale price of wheat was maximized by timing the sale to correlate with a positive wheat domestic market demand during the crop and market cycles. The market and import parity determines the ceiling/floor price. Many factors can change the selling price, and this includes local production. It is important to know when the commodity can be sold. If the timing isn't right, it would take much longer to sell and this would create added costs, thereby affecting the net proceeds. The sales take place during the market cycle when the domestic production runs out, thereby creating deficits in supply and in turn higher demands. These deficits can go up to 35% of national consumption requirements and are met through commercial and monetization imports starting the beginning of April.

Identify potential issues or report any problems with the implementation of the monetization transaction. Were any lessons learned? If the actual sales price differed from the estimated price at the beginning of the program, state this. If actual cost recovery was not achieved at 100%, explain why not.

Explanation:

Appendix XX

Country: ZAMBIA

PVO: LAND O'LAKES

Date of Submission: 16 NOVEMBER

Type of Submission (MYAP Proposal, PREP, or Results Report) RESULTS REPORT

Implementation Year (XX/XX/XXXX - XX/XX/XXXX)

Anticipated and Actual Monetization Results for Implementation for Implementation Year ____

Implementation Problems: 1) Inland delivery of wheat had delays in shipping within the contracted time. This contract was facilitated by BKA Logistics for Land O' Lakes Inc. The inland transporters did everything possible to properly manage the shipment and oblige to the contract but the proprietor of the contract did not abide by the contractual obligations with the inland freight company. 2) The world price of wheat increased from the value previously anticipated by monetization pipeline analysis by the sale date so an adjustment was made to the anticipated sale price according to import parity. There was a short time period to re-strategize but in the end the monetization office succeeded in putting in

Lessons Learned: The experience of monetizing DNS wheat for the first time in Zambia has attracted more buyers and wheat transactions are unlikely to suffer any setbacks as a result of implementation problems. However, current world wheat prices are higher due to poor climate conditions that are negatively affecting the world leading wheat producing countries. With changing prices it becomes more challenging to implement monetization where domestic wheat production is growing, such as the case of Zambia. However, DNS wheat attracts more local demand because it is used as a blending wheat with the local wheat to improve the protein and quality of the bread.

Sale Price & Cost Recovery: The actual sale price was higher than the estimated sale price. It is likely that this was as a result of a good marketing strategy and pre-sale planning. Two of the main breakthroughs in establishing a positive position in the Zambian wheat market were working with the Zambia National Farmers Union and participating in a Wheat seminar conducted by the US Wheat associates where we were sensitized to the concerns of the miller, trader and farmer representatives about the streamlining of U.S. Origin DNS with the world wheat projected price, demand and supply. Shipments from the U.S. attract high import parity relative to the end selling price. Our cost recovery was above 80% and this can be attributed to a low inland freight cost obtained through a competitive bidding procedure, minimum commodity loss or damage, and a good end selling price. However, the ocean freight cost remains far too high to achieve higher cost recovery. Among other things, the world wheat price increased by a few dollars per ton at the time of sale and devaluation?

Explanation:

Currency Fluctuations: The local currency fluctuations were relative to the US Dollar fluctuations. The monetized proceeds from FY07 did not diminish during the activity period. However, after this year's monetization sales, the value of the US Dollar dropped over the past few months, creating less net proceeds in dollars since local costs are paid in Kwacha. Therefore, if the value drops further, FY08 monetization proceeds from the commodity sales may not be sufficient to cover all budgeted program activities. Program funding may have to be supplemented if the sales price falls under the estimate budgeted selling price, however, the prevailing high selling price may make up for the anticipated drop in the value of the US Dollar.

How did/will the CS compensate for a shortfall of monetization proceeds or modify their programming accordingly?

Explanation:

Appendix XX

Country: ZAMBIA

PVO: LAND O'LAKES

Date of Submission: 16 NOVEMBER

Type of Submission (MYAP Proposal, PREP, or Results Report) RESULTS REPORT

Implementation Year (XX/XX/XXXX - XX/XX/XXXX)

Anticipated and Actual Monetization Results for Implementation for Implementation Year __

We did not have a shortfall of any monetization proceeds. Given the current and anticipated dollar fluctuations, the reduced value of FY07 proceeds would not create a shortfall in FY08 due to this year's high selling price.

How did/would an increase or decrease in proceeds affect activities and results?

Explanation:

There was no increase or decrease in proceeds, neither do we anticipate any decrease or increase for FY08.

Monetization Sales Impact

Discuss the potential outcome or actual outcome of the monetization transaction(s) in terms of anticipated and unanticipated effects on local, regional or national production, and marketing of the monetized commodity or its substitutes. Discuss any food security impact of the monetization transaction itself.

Explanation:

Appendix XX

Country: ZAMBIA

PVO: LAND O'LAKES

Date of Submission: 16 NOVEMBER

Type of Submission (MYAP Proposal, PREP, or Results Report) RESULTS REPORT

Implementation Year (XX/XX/XXXX - XX/XX/XXXX)

Anticipated and Actual Monetization Results for Implementation for Implementation Year __

According to the Bellmon Analysis, the wheat sale was anticipated not to create a disincentive in local production and marketing. The actual wheat imported for monetization had no negative impact on the local production and marketing because there have been persistent deficits of wheat in the region. The wheat was sold at a high price as it smoothly entered the already existing high demand market channel without causing any market disruptions. The amount of wheat monetized made up for 6% of national consumption requirements.

Appendix XX

Country

PVO

Date of Submission

Type of Submission (MYAP Proposal, PREP, or Results Report)

Monetization LOA Analysis Table

Instructions

- 1 CSs should complete the following table for each implementation period of the MYAP/DAP for the initial MYAP proposal and update it in subsequent PREPs and Results Reports. If this information is not yet available, note "not available."
- 2 Provide all monetary values in U.S. Dollars

	Implementation Year 1	Implementation Year 2	Implementation Year 3	Implementation Year 4	Implementation Year 5	TOTAL
Monetization Budget (as approved in TA or TA Amend.)	\$2,146,034	\$2,247,153	\$1,145,380	\$1,145,380	\$1,145,380	\$7,829,327
Anticipated Monet. Proceeds Received	\$1,925,000	\$2,030,000	\$1,507,500	\$1,552,500		\$7,015,000
Actual Monet. Proceeds Received	\$2,146,034	\$2,243,390	\$1,697,501	\$1,740,966		\$7,827,891
Please indicate if the Actual Monet. Proceeds are final*	Final	Final	Final	Final		
Monet. Budget Request	\$ 2,146,034	\$ 2,227,750	\$ 1,432,125	\$ 1,432,125	\$ 1,432,125	\$ 8,670,159
Actual Monet. Proceeds Expended	\$183,586	\$1,703,649	\$2,463,636	\$ 1,876,374		\$6,227,245

* For Results Reports, please indicate whether the Actual Monet. Proceeds Received are final. If they are not please provide an explanation, and FFP expects that the information will be updated in the subsequent PREP submission.

Explanation:

Actual Monetization Proceeds Expended was adjusted in Implementation Year 2 down by \$752.26 and \$3549.97 in Implementation Year 3 due to adjustments to our actual NICRA rates.

** LOA expenditures are expected to stay within approved LOA budget levels. Explain any deviations from approved fiscal year budget levels and include previous year information if possible.

Explanation:



**Land O' Lakes, inc. Zambia
Title II Development Activity Program
TA No. FFP-A-00-04-00001-00**

**ANNEX B
Performance Management Plan
(Performance Indicators Reference sheets)**

Revised in November, 2007

Submitted by:

**Land O'Lakes, Inc.
P.O. Box 64406
St. Paul, MN 55164-0406. USA**

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ACRONYMS AND ABBREVIATIONS

IR	Intermediate Result
FFP	Food for Peace office of the USAID
FSCCI	Food Security Community Capacity Index
FSSP	Food Security Strategy Paper
FY	Fiscal Year
HDDI	Household Dietary Diversity Score
IDDI	Individual Dietary Diversity Score
IPTT	Indicator Performance Tracking Table
LOA	Life of Activity
LOL	Land O'Lakes
MCC	Milk Collection Center
NI	Net Income
PGCI	Producer Group Capacity Index
SO	Strategic Objective
TC	Total Cost
TR	Total Revenue
USAID	United States Agency for International Development
ZACA	Zambia Agricultural Commodity Agency
ZDPA	Zambia Dairy Processors Association

INTRODUCTION

This document contains documentation of the indicators that Land O'Lakes, Inc / Zambia uses to track progress that the program is making toward achieving its set objectives. It contains the indicators that measure performance at each level of the Hierarchy of Objectives, their data sources, the quality of data available and responsibilities for collection and analysis of the data. This document assists the team in establishing systems to monitor, evaluate, analyze, review, and report performance data.

Elements included in this document are:

- Detailed description of Performance Indicators to be tracked.
- Source, method and schedule for data collection and assigned responsibility for data collection to a specific unit, team or individual.
- Description of known data limitations, the significance of the limitations for judging the extent to which goals have been achieved, and completed or planned actions to address these limitations.
- Description of quality assessment procedures that will be used to verify and validate the measured values of actual performance.

The Performance Management Plan is expressed in all Performance Indicators Reference Sheets in the pages that follow. These sheets are reviewed annually to ensure that they are in conformity with the program's objectives. Any significant changes to the indicators will only be effected upon approval of FFP.

PROGRAM OVERVIEW

Land O'Lakes Zambia is implementing a 5 year PL480 Title II program (which has now been extended by a year and will end in September, 2009) with the aim of promoting dairy development among smallholder farmers in rural Zambia. The program entitled *Title II Development Assistance Program* is a grant from USAID's Food For Peace Office (FFP) and aims to contribute to FFP's Strategic Objective of *reducing food insecurity among vulnerable populations and protecting and enhancing livelihoods*. The program targets the Food Access element of food security by working towards *improving smallholder farmers' income*, which in turn should facilitate better access to food for these people.

To increase *smallholder farmers' income*, the program has the following primary objectives;

- Improve the genetic quality of dairy cattle owned by smallholder farmers thereby increasing their milk output
- Increase the quantity of raw milk supplied by smallholder farmers to MCCs for onward sell to milk processors and other buyers
- Expand the market demand for milk supplied by smallholder farmers by assisting dairy processors with product improvement and the introduction of quality assurance systems
- Implement educational and promotional campaigns in collaboration with dairy processors in Zambia aimed at improving both sales and consumption of milk.

These primary objectives are being implemented through three Intermediate Results as follows:

IR 1: Increased dairy productivity of Smallholder farmers

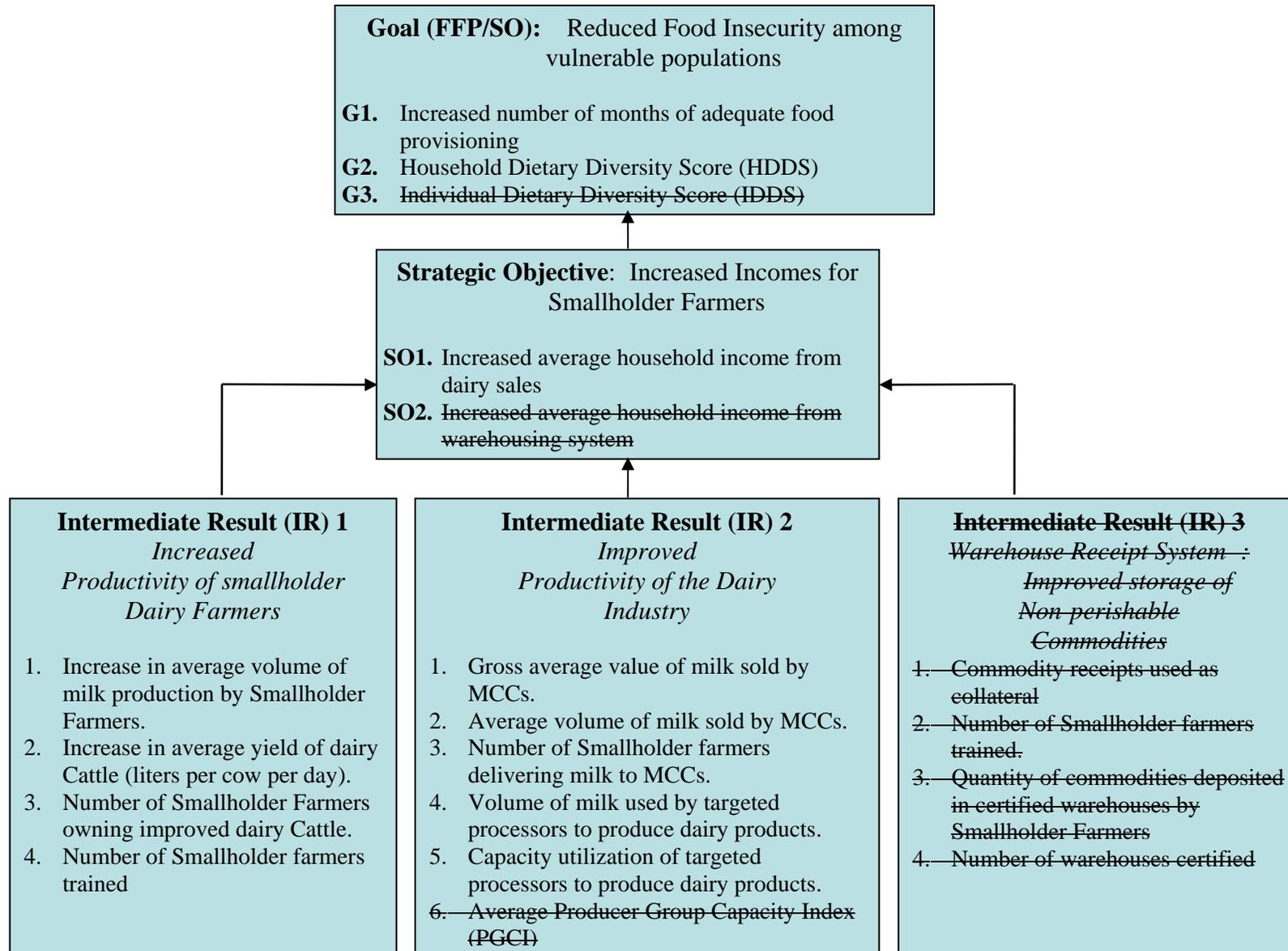
IR 2: Improved productivity of the dairy Industry

~~IR 3: Improved storage for non-perishable Commodities.~~

In realizing that the targeted dairy farmers are involved in crop production as well, the program has also been implementing a Warehouse Receipt Component (IR3) through ZACA whose main aim was to improve household incomes through improved storage and marketing of non-perishable commodities among smallholder farmers. This system also enabled farmers to obtain better prices for their produce and also facilitate improved access to credit by using the receipts as collateral. However, the warehouse receipt system will no longer be part of the program as ZACA was inadvertently dissolved by USAID in 2006.

In order to track the progress of the program in its contributing to FFP's strategic objective, a set of indicators have been developed for every main component. These are summarized in the program's Results Framework below.

RESULTS FRAMEWORK



GOAL (FFP/SO): REDUCED FOOD INSECURITY AMONG VULNERABLE POPULATIONS.

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 1

INDICATOR REFERENCE SHEET
Result
Goal (FFP/SO): Reduced Food insecurity among vulnerable populations
Indicator
G 1: Number of months of adequate staple provisioning of the beneficiaries
DESCRIPTION
Definition
Staple Foods are defined as the foods that constitute around 70% of a diet. In Zambia, the main staple foods are Maize and Cassava. The reference period is the number of months over a period of a year during which households can adequately meet their staple food requirements in an agricultural season. Adequacy relates to frequency of main meals as well as the quantity consumed at each sitting. Staple food from own production usually run out before the next harvest. The program will track progress made by beneficiaries towards smoothing their annual consumption by making staple purchases with the income raised from milk sales. The family is considered to have adequate staple provision if they have 2 main meals per day and at least 3 total number of meals per day.
Utility
This indicator is a measure of the program's contribution to USAID/ FFP's strategic objective. It also measures the program's impact on food security of the targeted communities
DATA ACQUISITION
Data Collection Method
For the baseline, a representative sample of 2, 239 households representing the population from 6 provinces was surveyed to obtain the status at household level, and to obtain an indication of degree of variability within the community. Enumerators filled out the Structured household questionnaires based on an interview to selected participants of the survey. For future surveys, the program will use the similar questionnaire and a new sample of beneficiaries will be selected. For the baseline, the sample was taken from the whole population in those provinces, but for the Mid Term Evaluation, the sample was taken from the beneficiaries of the program while the final evaluation sample will be drawn from the population in representative areas covered by the program. For more details, see Page 10 of the baseline Report by Pia Chuzu.
Method of Acquisition
Sample Survey and follow-up surveys. The Household Survey Questionnaire
Data Source
Beneficiaries' information captured in the Structured household questionnaire. For the baseline, the sample was taken from the whole population in those provinces, but for the Mid-

term evaluation a beneficiary sample was drawn while a population based sample in the program's areas of operation will be used during the final evaluation
Frequency of Data Acquisition
After the baseline survey and mid term evaluation, the next data collection will be done during the final evaluation, and this frequency of data collection was arrived at with the assumption that the impact of milk sales income would begin to show by the end of the first year
Responsible for Collecting
M&E Unit Technical Field Staff External Consultant
DATA QUALITY
Quality Assessment
Once after every review (Baseline, Mid term and Final Evaluation)
Known Data Limitations
<ol style="list-style-type: none"> 1. Reluctance to disclose this information by farmers 2. Sampling errors, non-response errors, interviewer bias, recall problems 3. Targeted beneficiaries 4. Criteria to define adequate number of months
Actions taken to address data limitations
<ol style="list-style-type: none"> 1. Establishment of agreements with farmer associations. 2. Development of procedures to collect data 3. Perform Data Quality Assessment to validate usefulness of the data and improve M&E data
DATA ANALYSIS
Data Analysis
Data is compared with baseline values
Reporting of Data
LOL: Annual Reports USAID: Results Report and IPTT Table
OTHER NOTES
Baseline/Target
The Number of Months of Adequate Household Food Provisioning was found to be 6.4 Months at Baseline and the mid-term target was set to 9.4 Months while the FY6 (also LOA) target have been set to 10 Months after being revised downward from 11.4 months. Details have been provided in the 2007 Revisions to IPTT and their Justification Document.

Data Storage
The program will maintain electronic and/or physical files of the following documents in order to document this performance indicator; Baseline Report Mid term review report Final review report Questionnaire files Survey Database
Disaggregating
Gender and geographical area.
Unit of Measure
Number of Months per year

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 2

INDICATOR REFERENCE SHEET
Result
Goal (FFP SO): Reduced Food insecurity among vulnerable populations
Indicator
G 2: Household Dietary Diversity Score (HDDS)
DESCRIPTION
Definition
In order to measure how households have used the extra income from milk sales, LOL intends to use HDDS. HDDS measures the number of different food groups consumed over a given time period. HDDS is a proxy measure of a household's access to food as well as the socio-economic level of the households. According to the FSSP, capacity building for food security, HDDS is an appropriate indicator to monitor if increased income level diversifies the household's diet, improves some health outcomes such as increase in percentage of protein intake of animal sources, which is a high quality protein.
Utility
This indicator is a measure of the program's contribution FFP's strategic objective.
DATA ACQUISITION
Data Collection Method
A representative sample of households will be surveyed to obtain the status at household level, and to obtain an indication of how the households are using their extra income from milk sales. Enumerators will fill out Structured household questionnaires through interviews of beneficiaries. The questions for this indicator will be asked to the female members of the household who are involved in preparing the meals for the household. Baseline figures and targets for HDDS will be determined at Mid-term Evaluation
Method of acquisition
Sample Survey
Data Source
Beneficiaries information captured in the Structured household questionnaire
Frequency of Data Acquisition
The baseline data for this indicator was collected from a sample during the mid-term evaluation survey. The other data will be collected during the final evaluation survey.
Responsible for Collecting
M&E Specialist and team of enumerators
DATA QUALITY
Quality Assessment
Once after every review (Baseline, Mid term and Final Evaluation)

Known Data Limitations
<ol style="list-style-type: none"> 1. Reluctance to disclose this information by farmers, 2. Sampling errors, non-response errors, interviewer bias
Actions taken to address data limitations
<ol style="list-style-type: none"> 1. Address this information need in the agreement established with farmer associations. 2. Perform Data Quality Assessment to validate usefulness of the data and improve M&E data 3. Use of PRA techniques to validate data
DATA ANALYSIS
Data Analysis
Final evaluation survey data will be compared with baseline values determined at mid-term.
Reporting of Data
<p>LOL: Annual Reports</p> <p>USAID: Results Report and IPTT Table</p>
OTHER NOTES
Baseline/Target
The HDDS value at baseline was found to be 6.05 and the final year (FY6), also the LOA, target has been set to 7. Details on how this target has been set have been provided in the 2007 Revisions to IPTT and their Justification Document.
Data Storage
<p>The program will maintain electronic and/or physical files of the following documents in order to document this performance indicator;</p> <p>Baseline Report</p> <p>Mid term review report</p> <p>Final review Report</p> <p>Questionnaire files</p> <p>Survey Database</p>
Disaggregating
By Gender of Household Head and Region
Unit of Measure
Score

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 3

THIS INDICATOR IN THE IPTT IS NO LONGER BEING TRACKED

Due to the fact that we do not have any nutritional activities that would affect this indicator, it was decided to remove it. Although the program is currently working to provide nutritional messages to beneficiaries, it is too late to effect any reasonable changes in this indicator.

INDICATOR REFERENCE SHEET
Result
Goal (FFP SO): Reduced Food insecurity among vulnerable populations
Indicator
G 3: Individual Dietary Diversity Score (IDDS)
DESCRIPTION
Definition
In an effort to measure the nutritional status of children age 6-59, there is need for the program to measure the IDDI. IDDI is a proxy measure of the nutritional quality of an individual's diet. In the case of children, the types of food they consume will be different from the normal household food list. The assumption is that children eating a diverse diet are healthier than those who are not able to consume a number of different foods that contain protein and various kinds of vitamins and minerals. Since children's nutrition will be affected by other programs in the area, breastfeeding practices, other care and feeding practices, and increased access to food, this is an appropriate proxy indicator for nutritional status because it measures the different kind of foods children consume.
Utility
This indicator is a measure of the program's contribution FFP's strategic objective.
DATA ACQUISITION
Data Collection Method
A representative sample of households will be surveyed to obtain the status at household level, and to obtain an indication of how the households are using their extra from the milk sales. Enumerators will fill out the Structured household questionnaires based on an interview to beneficiaries. The questions for this indicator will be asked to the female members of the household who are involved in preparing the meals for the household. Baseline figures and targets for IDDI will be determined at Mid-term Evaluation.
Method of acquisition
Sample Survey
Data Source
Beneficiaries information captured in the Structured household questionnaire
Frequency of Data Acquisition
The baseline data for this indicator will be collected from the sample during the mid-term evaluation survey. The other data will be collected at the final evaluation surveys.

Responsible for Collecting
M&E Specialist and team of enumerators
DATA QUALITY
Quality Assessment
Once after every review (Baseline, Mid term and Final Evaluation)
Known Data Limitations
1. Reluctance to disclose this information by farmers; 2. Sampling errors, non response errors, interviewer bias
Actions taken to address data limitations
1. Address this information need in the agreement established with farmer associations. 2. Perform Data Quality Assessment to validate usefulness of the data and improve M&E data 3. Use of PRA techniques to validate data
DATA ANALYSIS
Data Analysis
Final evaluation survey data will be compared with baseline values
Reporting of Data
LOL: Annual Reports USAID: Results Report and IPTT Table
OTHER NOTES
Baseline
See appendix 1
Data Storage
The program will maintain an electronic and/or physical files of the following documents in order to document this performance indicator; Baseline Report Mid term review report Final review Report Questionnaire files Survey Database
Disaggregating
By Gender of Household Head and Region
Unit of Measure
Score

STRATEGIC OBJECTIVE: INCREASED INCOMES FOR SMALLHOLDER FARMERS

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 4

INDICATOR REFERENCE SHEET
Result
Strategic Objective: Increased incomes among smallholder farmers
Indicator
SO 1: Increase in average household income from Dairy Sales
DESCRIPTION
Definition
<p>Household Dairy Income (per annum) is the sum of NET INCOME of all dairy products, both cash and in-kind. The Net Income (NI) is calculated by finding the difference between the Total Revenues (TR) from the dairy products and the Total Costs (TC) incurred during the production of these dairy products. Therefore, the formula for calculating Net income is as given below:</p> $NI = TR - TC$ <p>Where NI is Net Income; TR is Total Revenue; and TC is the Total Cost. These variables will be computed as explained below:</p> <p>The Total Revenues are broken down into the following components:</p> <ul style="list-style-type: none"> Local Sales of the Dairy Animals and Products, including manure (in Cash) Sales to the Milk Collection Centres (in Cash) Home Consumption (in Kind) Calve Consumption (in Kind) <p>The revenues in kind include the milk used for home consumption and what is consumed by calves. However, due to difficulties in estimating the volume of milk that is consumed by calves, these volumes are not taken into consideration when tracking this indicator. In order to have the revenues from the above components, we need to know both the volume and the price of the milk and other dairy products from these components. The revenue for these different components shall be calculated as below:</p> <p>Revenue from Local Sales = Volume of Milk sold locally x Price of the milk sold locally + Revenues from sales of dairy cow cull sales and calf sales + Revenues from sales of manure and value of manure used at local prices.</p> <p>Revenue from Sales to MCCs = Volume of Milk sold to the MCC x Price of the milk at the MCC</p> <p>Value of the Milk consumed at Home = Volume consumed at home x Market Price of the Milk in the area</p> <p>The Total Revenue will therefore be computed by summing the above three components.</p>

$$\text{i.e. TR} = a + b + c$$

Where TR is Total Revenue; a) is the Revenue from Local Sales; b) is the Revenue from Sales to MCC; and c) is the value of the Milk consumed at home.

On the other hand, the Total Expenses are broken down into the following components:

Any expenses incurred at the farmstead

Expenses incurred in relation to selling milk at MCCs. This is money deducted by the MCCs for collective marketing costs prior to the monthly payment made to the farmers for the milk delivered to the MCC. It is important to note that these expenses are not obtained both from the MCC and farmers in order to avoid the double counting.

Total Cost will therefore be computed by summing up the above two components.

$$\text{i.e. TC} = d + e$$

where TC is the Total Cost; d) is the costs incurred at the Farmstead; and e) is the expenses incurred in relation to the MCCs.

Utility

This indicator is a measure of the program's contribution to the income of smallholder farmers.

DATA ACQUISITION

Data Collection Method

Sales to MCC: Field staff conduct document review of internal records of participant MCCs on a quarterly basis

Other Sales: M&E unit carries out /contracts out a sample based Survey on a quarterly/semi-annual basis and triangulate with MCCs' information for selected farmers (randomly selected)

Method of Acquisition

Sales to MCC: MCC provides the information

Other Sales: For selected farmers, M&E Unit gathers this information through a quarterly sample survey for randomly selected farmers.

Data Source

Secondary sources: Progress reports from the field, MCC books

Primary sources: MCC books and Structured household questionnaires, Farm books, PRA

Frequency of Data Acquisition

Sales to MCC: Quarterly basis

Sales to others: Quarterly basis and PRA (mid, end review)

Responsible for Collecting

Technical Team and M&E Specialist

DATA QUALITY

Quality Assessment

Once a year
Known Data Limitations
<ol style="list-style-type: none"> 1. Reluctance to disclose this information by farmers, especially of sales outside MCCs. 2. MCCs and Farms books accuracy 3. Sampling errors, non-response errors, interviewer bias 4. Most farmers' inability to determine volumes of milk consumed by calves.
Actions taken to address data limitations
<ol style="list-style-type: none"> 1. Use information from MCCs; Address this information need in the agreement established with Associations. Verify information during mid, final review 2. Assist Farmers & MCCs in record keeping 3 Develop procedures to collect information from other incomes or proxy indicators 3. Perform Data Quality Assessment to validate usefulness of the data and improve M&E data
DATA ANALYSIS
Data Analysis
<p>Mid-term and final data is compared with baseline values</p> <p>Quarterly data is compared with quarterly data from previous years</p>
Reporting of Data
<p>LOL: Annual Reports</p> <p>USAID: Results Report and IPTT Table</p>
OTHER NOTES
Baseline/Targets
The baseline level of income from dairy sales among farmers was found to be \$578 per farmer per annum, and the mid-term target was set to \$636 per farmer per annum while the final year (also LOA) target has been set to \$694 per farmer per annum
Data Storage
<p>The program will maintain electronic and/or physical files of the following documents in order to document this performance indicator;</p> <p>File of MCC monthly milk deliveries</p> <p>File of questionnaires</p> <p>Field activity reports and PRA Files</p>
Disaggregating
Region, District, Gender and Origin of the animals that the household own (LOL and non-LOL animals)
Unit of Measure
US Dollars

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 5

THIS IS INDICATOR IN THE 1PTT IS NO LONGER BEING TRACKED.

This indicator is no longer applicable to the program following the dissolution of ZACA by USAID in 2006 which was responsible for implementing this component

INDICATOR REFERENCE SHEET
Result
SO: Increased incomes among smallholder farmers
Indicator
SO 2: Increase in average household income from warehousing system
DESCRIPTION
Definition
The Warehouse Receipt System is a system whereby farmers can store their commodities in certified warehouses and are then issued with receipts that serve as documents of title (proof of ownership) and can be used by the owners as collateral for obtain credit. The system also enables farmers to store their commodities until the market prices become favourable. This assures them of increased income from sale of their commodities.
Utility
This indicator is a measure of the program's contribution to the income of smallholder farmers.
DATA ACQUISITION
Data Collection Method
Since this component has been sub-contracted to ZACA, the LOL M&E unit will review reports submitted by the ZACA from Certified Warehouses.
Farmer Sales: M&E unit carries out /contracts out a sample based Surveys to verify the results reported by ZACA in their reports.
Method of Acquisition
Review of Warehouse Records
Review of quarterly reports submitted by ZACA to LOL.
Farmer Sample Survey
Data Source
Warehouse Reports
ZACA
Farmer Survey
Frequency of Data Acquisition
Warehouse Reports will be reviewed on an semi annual basis
Information on farmers' sales will be collected semi annually, at the start of the marketing season in May and in September

Responsible for Collecting
Technical Team M&E Personnel
DATA QUALITY
Quality Assessment
Once a year
Known Data Limitations
1. Reluctance to disclose this sales information by farmers 2. Difficulty in obtaining accurate and up to date information from Warehouse Records
Actions taken to address data limitations
1. Address this information need in the agreement established with farmer groups. 2. All data will be reviewed for inconsistencies 3. Assist Farmers & Warehouses in record keeping 4. Perform Data Quality Assessment to validate usefulness of the data and improve M&E data
DATA ANALYSIS
Data Analysis
Data will be compared with baseline values at midterm and final evaluation
Reporting of Data
LOL annual Report USAID: Results Report/IPTT
OTHER NOTES
Baseline/Target
The baseline value was 0% and the mid term target was set to 5% while the end of program and LOA targets were set to 15%.
Data Storage
The program will maintain an electronic and/or physical files of the following documents in order to document this performance indicator; File of Warehouse Record File of questionnaires Field of activity reports
Disaggregating
Gender , Geographical area & vulnerability groups
Unit of Measure
Percentage

INTERMEDIATE RESULT 1: INCREASED PRODUCTIVITY OF SMALLHOLDER DAIRY FARMERS

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 6

INDICATOR REFERENCE SHEET
Result
Intermediate Result 1: Increased Productivity of Smallholder Dairy Farmers
Indicator
IR 1.1: Increase in average volume of milk produced smallholder farmers
DESCRIPTION
Definition
Due to the program's interventions, it is expected that the producers will realize an increase in their milk production per annum. Milk production refers to the monthly incremental totals of liters of raw (unprocessed) milk produced by dairy farmers benefiting from the program. In order to measure this indicator, the farmers will be tracked to determine their monthly milk production from their dairy stock. The total production of each farmer in the sample will be tracked on a monthly basis. The litres produced by all the farmers sampled of surveyed will be divided by the sample size in order to get the average litres of milk produced per farmer. The monthly averages will be cumulated for a period of twelve months in order to get an annual milk production per farmer.
Utility
Sustainable increases in rural incomes can only be achieved when production goes beyond subsistence requirements. This indicator thus provides a direct measure of the program's progress towards improving smallholder farmers' productivity
DATA ACQUISITION
Data Collection Method
A number of dairy farmers whose cows are milking are interviewed using a 'farmer performance monitoring questionnaire'. These figures are compiled on a quarterly basis by the M&E staff after data collection done by enumerators who are hired and trained to collect data. Farmers' records will also be reviewed during the interviews.
Method of Acquisition
Farmers will be interviewed by the enumerators who will verify the calculation in the booklets done by the farmers. Enumerators will probe farmers accordingly to verify certain figures that may not be clear enough. The Original copy will then be pulled out from the booklet by the enumerator and sent to the Land O Lakes M & E Unit for the processing of the milk production figures. Additional information pertaining to total milk production will be collected from the MCCs for verification purposes.
Data Source
Booklets of Smallholder on-farm dairy recording forms File of Structured questionnaires (Farmer Performance Monitoring Questionnaire)

Frequency of Data Acquisition
Quarterly for selected farmers Monthly from the MCCs
Responsible for Collecting
Technical Team M&E Personnel Hired enumerators
DATA QUALITY
Quality Assessment
Quarterly
Known Data Limitations
Amalgamation of data representing different time periods and thus different production rates may hide seasonality of production (milk production varies all year round but is collected only 4 times a year) Accuracy of data in the farm books Lack of Farm Books for all the selected farmers
Actions taken to address data limitations
Take account of changes in production due to seasonality Address this information need in agreements established with farmer groups. All data will be reviewed for inconsistencies Assist Farmers in record keeping Perform Data Quality Assessment to validate usefulness of the data and improve M&E data
DATA ANALYSIS
Data Analysis
Data is compared with baseline values Quarterly data is compared with quarterly data from previous years
Reporting of Data
LOL: Quarterly/Annual Reports USAID: Results Report
OTHER NOTES
Baseline/Target
The total volume of milk production that was recorded as the Life of Activity (LOA) achievement of the previous dairy program administered by LOL formed the baseline value for this indicator. This was the average total amount of milk marketed by dairy producer groups benefiting from the program; which was used as a proxy for production by these groups. The baseline figure is 2, 750 litres per annum per farmer. The Targets for the program have been set

to increase the average total milk production to 2, 888 litres, 3, 025 litres and 3, 166 litres by the end of the first, second and the third years respectively of the program implementation. By the last year of the program, it is anticipated that this figure will increase to 3, 300 litres per annum per farmer.

Data Storage

The program will maintain electronic and/or physical files of the following documents in order to document this performance indicator;

Farmer Recording Forms (Form 1 of the on-farm dairy recording forms)

File of questionnaires

Field activity reports

The data on the forms and questionnaire will be entered in the Farmer Production Module of the M & E database that will be maintained in the M & E Unit.

Disaggregating

Geographic areas, Gender and Origin of the animals that the household own (LOL and non-LOL animals)

Unit of Measure

Liters of milk produced per farmer per annum

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 7

INDICATOR REFERENCE SHEET
Result
Intermediate Result 1: Increased productivity of smallholder dairy farmers
Indicator
IR 1.2: Increase in average yield of dairy cattle (litres per cow per day)
DESCRIPTION
Definition
Average Yield refers to the average number of litres of milk produced per cow per day over the lactation period of the cow. It is represented by establishing the average yield of a cross section of cows at a specific period in the seasonal milk production cycle. The average yield for the traditional, cross and pure breeds will initially be established before computing the average yield across these breeds.
Utility
This indicator measures the program's progress in improving smallholder farmers' productivity. Since the program aims to impact on the genetic composition, management and nutrition of the dairy animals owned by smallholder farmers. Milk yield gives a significant indication of the program's performance in this area.
DATA ACQUISITION
Data Collection Method
Review of Farmer Records: "Smallholder on-Farm Dairy Recording Forms – Form 1" Sampled farmers are interviewed to collect this data. Like other indicators that will be collected from the same sample, the enumerators will verify the figures before the original copies are sent to the LOL M & E unit.
Method of Acquisition
Selected farmers are interviewed by enumerators who verify the quality of data provided by the farmer with the data on form 1 of the Smallholder on-Farm Dairy Recording booklets. In turn, field technicians and enumerators pass on these forms to the M&E Unit. NOTE: Selected farmers are those: Receiving training, owning improved dairy cattle [re-stocking, Artificial Insemination, Pass-on and delivering to the MCC (They are expected to be around 1,000 at the end of the program)] Receiving training, and delivering milk to the MCCs (expected to be around 1, 250 at the end of the program) Field technicians and M&E unit collect these forms from the field
Data Source
Three Months recall interview administered by enumerators for selected farmers. Farmer Records: "Smallholder on-Farm Dairy Recording Forms – Form 1" provided by Selected farmers:

Receiving training, owning improved dairy cattle (re-stocking, Pass-on), expected to be 1,000 at the end of the program.
Receiving training, and delivering to the MCC (expected to be 1, 250 at the end of the program)
Frequency of Data Acquisition
Data is prepared on a monthly basis by selected farmers and delivered to the program or collected by enumerators on a quarterly basis
Responsible for Collecting
Enumerators to be hired Field technicians M&E unit
DATA QUALITY
Quality Assessment
Data Quality Assessment is carried out once a year and incorporated in the Annual Report
Known Data Limitations
Recall Problems
Inaccurate and incomplete records
Actions taken to address data limitations
Farmers are trained in record keeping Direct observation help to double check information in Farm Books Use of MCCs records to verify information provided by farmers
DATA ANALYSIS
Data Process
Once the quarterly questionnaires have been filled out, data is analysed using statistical packages and other arithmetic programs such as excel. For each month of the quarter, the total number of cows and the total milk produced from these cows is computed. Once these two variables have been computed, the milk yield for a particular month is calculated by dividing the total volume of milk produced in that month by the total number of cows that produced that milk in that particular month and divided by the number of days in that particular month. This results into litres of milk per cow per day. This approach is followed for all months during the FY such that we end up with twelve different milk yields corresponding to all the twelve months of the FY. In order to come up with the annual milk yield, the average of all the twelve milk yields is then calculated.
Data Analysis
Data collected is compared with baseline values Quarterly data is compared with quarterly data from previous years

Reporting of Data
<p>LOL: Quarterly/Annual Reports</p> <p>USAID: Results Report</p>
OTHER NOTES
Baseline and Targets
<p>The baseline figure for this indicator was found to be 4 litres per cow per day. This figure is as reported from the survey that was undertaken by GART just before the inception of the program. The FY2 and FY3 targets were set to 6 litres and 8 litres respectively while the FY4, FY5 and FY6 (LOA target as well) have been set to 9, 10, and 10 litres per cow per day respectively.</p>
Data Storage
<p>The data is entered into a consolidated database that is maintained in the LOL M&E unit.</p> <p>The program maintains electronic and/or physical files of the following documents in order to document this performance indicator;</p> <p>Datasets of data from surveyed farmers</p> <p>Form 1 of the Dairy recording books</p> <p>File of questionnaires</p> <p>File of farm books</p> <p>Field activity reports</p>
Disaggregating
Gender, Seasons (rainy and dry seasons), Breed, Geographical areas, Farm size
Unit of Measure
Liters per cow per day

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 8

INDICATOR REFERENCE SHEET
Result
Intermediate Result 1: Improved productivity of smallholder dairy farmers
Indicator
IR 1.3: Number of smallholder farmers owning improved dairy cattle
DESCRIPTION
Definition
The number of improved cattle owners refers to the smallholder farmers who benefit from the program's stocking (including pass-ons) and crossbreeding (Artificial Insemination) sub-programs and still having in their possession improved animals obtained through these channels. Improved Dairy Cattle is defined as those animals that are either cross-breeds with both Local and exotic parentage or pure-breeds.
Utility
As a contribution towards improving the productivity of smallholder dairy farmers, the program is involved in a stocking sub-program whereby a given number of farmers receive dairy cattle and then pass on the off-springs to other farmers. This is driven by the understanding that genetic composition of local animals imposes restrictions upon their potential to increase their productivity despite improvements in management and nutrition. Hence improved cattle have a much better potential for high yields throughout their entire productive lives.
DATA ACQUISITION
Data Collection Method
The Program Technical Field staff will provide the information on the distribution, the pass-ons that have taken place through the reports Heifer Project International has also been contracted to carry out the restocking and provides information to the LOL M&E unit through quarterly reports World Wide Sires, an organization that has been contracted to spearhead artificial insemination also provides information on the Artificially Inseminated animals including the success and failures through their presentations and quarterly reports. All farmers that would have lost all their improved stock received through distributions, pass-ons and AI will be discounted in this calculation. Quarterly Review of Program Records
Method of Acquisition
Review of records
Data Source
File of Inventory and Distribution Records Farmer Association Records World Wide Sires' Quarterly reports

Heifer Project International's Quarterly reports
Frequency of Data Acquisition
Quarterly Immediately after program distribution exercise
Responsible for Collecting
Technical Team M&E Personnel
DATA QUALITY
Quality Assessment
Once a year
Known Data Limitations
Inaccurate records of Farmer Associations
Actions taken to address data limitations
Establish files in the program Train Farmer Associations in Record Management Ensure receipt of quarterly reports from sub grantees
DATA ANALYSIS
Data Analysis
Data collected is compared with baseline values Quarterly data is compared with quarterly data from previous years
Reporting of Data
LOL: Quarterly/Annual Reports USAID: Results Report
OTHER NOTES
Baseline
Since no animals were distributed, or Artificially Inseminated as a result of the program intervention at inception, the baseline figure is Zero. It is anticipated that the program will empower up to 1, 000 farmers with improved cattle through distributions (including pass-ons) and AI services by the end. See details of the targeted number of farmers owning improved livestock in the justification document attached as an annex to the 2006 results report.
Data Storage
The data collected is entered into the LOL database maintained by the M&E unit. The program maintains electronic and/or physical files of the following documents in order to document this performance indicator; File of questionnaires

Field activity reports
Disaggregating
Gender, Geographical area, vulnerability groups, Breeds (Pure, Cross), Type of assistance offered (stocking, artificial insemination, use of communal bulls)
Unit of Measure
Number of Farmers

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 9

INDICATOR REFERENCE SHEET
Result
Intermediate Result 1: Improved productivity of smallholder dairy farmers
Indicator
IR 1.4: Number of smallholder farmers trained
DESCRIPTION
Definition
The indicator refers to the farmers who have been trained in livestock management, milk handling and hygiene, improved feeding practices, Artificial insemination, marketing skills, pasture management and disease control and other dairy management related skills.
Utility
The indicator is a direct measure of the program's effectiveness in influencing smallholder farmers' productivity through training on various aspects of dairy production.
DATA ACQUISITION
Data Collection Method
A form has been designed whereby everyone conducting farmer training is required to use when the training is conducted. The form obtains details of the training, dates, place of the training and the identification of the participants to the training. The Quarterly Review of Program Records and reports also gives the aggregated numbers of those trained.
Method of Acquisition
Review of Program files of Training and Technical Assistance provided Review of Training records Field Reports
Data Source
Program files of Training and Technical Assistance provided Farmer's Records Field Reports
Frequency of Data Acquisition
Quarterly
Responsible for Collecting
Technical Team M&E Personnel
DATA QUALITY
Quality Assessment

Once a year
Known Data Limitations
Non-receipt of Field Reports Inaccurate training records
Actions taken to address data limitations
Train field staff in preparation of training logs. Ensure receipt of quarterly reports from the field
DATA ANALYSIS
Data Analysis
Data collected is compared with baseline values Quarterly data is compared with quarterly data from previous years
Reporting of Data
LOL: Quarterly/Annual Reports USAID: Results Report
OTHER NOTES
Baseline and Targets
At the beginning of the program, it was assumed that no farmer was trained as a result of this program's intervention. A total of 775; 1,911; and 2412 farmers were trained in FY2, FY3, and FY4 respectively against the set targets of 600; 1,200; and 1,600. This led to performance levels that were way above the targets resulting in 129%, 159%, and 121% achievement in FY2, FY3, and FY4 respectively. This development necessitated the upward revision of the number of farmers to be trained to 2, 500 from 1, 800 in FY5 and FY6 (also LOA) target.
Data Storage
All identities of the farmers trained are entered into the database maintained by LOL M&E Unit. The program also maintains electronic and/or physical files of Program files of Trainings and Technical Assistance provided
Disaggregating
Gender, Geographical area, Type of training
Unit of Measure
Number of Farmers trained

INTERMEDIATE RESULT 2: IMPROVED PRODUCTIVITY OF THE DAIRY INDUSTRY

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 10

INDICATOR REFERENCE SHEET
Result
Intermediate Result 2: Improved productivity of the Dairy Industry
Indicator
IR 2.1: Gross average value of milk sold by Milk Collection Centers
DESCRIPTION
Definition
Value of milk refers to the monthly volume of milk marketed by MCCs multiplied by the average monthly selling price of milk sold to different outlets. This amount is then divided by the average exchange rate of the Zambia Kwacha to the US Dollar to obtain the total Dollar value for all MCCs. In order to obtain an average value of milk per MCC, the total Dollar value is divided by the number of MCCs that marketed the milk in that particular month. Each month will have an average value of this kind which are then summed up to get an annual value.
Utility
This indicator measures the program's progress in improving market linkages between dairy producers and processors
DATA ACQUISITION
Data Collection Method
The MCCs are provided with booklets where they record daily volumes, prices and values of the milk sold to different outlets. The different outlets include processors, counter sales and bulk sales. MCCs record these sales on a monthly basis which is then checked and collected either on a monthly basis at the beginning and later on a quarterly basis Additional information is collected from processors records and is reviewed on a quarterly basis
Method of Acquisition
MCCs will provide information Processors' records to double check MCCs information
Data Source
MCC records and Processors' records Farmers' records to countercheck the values reported by MCCs
Frequency of Data Acquisition
Monthly and quarterly for MCCs and processors
Responsible for Collecting

Technical Team
M&E Personnel
DATA QUALITY
Quality Assessment
Once a year
Known Data Limitations
The data may be considered business sensitive and thus may not be realized at will
Inaccurate records
Lack of Books for recording
Actions taken to address data limitations
Establishment of Agreements with Farmers Associations and Dairy Processors
Train MCCs in Record Management
Ensure that MCCs acquire Record Books
DATA ANALYSIS
Data Analysis
Data is compared with baseline values
Quarterly data is compared with quarterly data from previous years
Reporting of Data
LOL: Quarterly/Annual Reports
USAID: Results Report
OTHER NOTES
Baseline and Targets
The baseline for this indicator was found to be USD61, 300 per annum per MCC. The mid-term target was US\$ 85, 500 while the mid-term achievement was US\$71, 244 and final year (also LOA) target has been set to US\$77, 344 per MCC per annum.
Data Storage
The program maintains electronic and/or physical files of the following documents in order to document this performance indicator;
File of MCC monthly milk deliveries
Field activity reports
Disaggregating
Geographical Area, Length of time of establishment, membership size
Unit of Measure
US Dollars per MCC per annum

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 11

INDICATOR REFERENCE SHEET
Result
Intermediate Result 2: Improved productivity of the Dairy Industry
Indicator
IR 2.2: Average volume of milk sold by Milk Collection Centers
DESCRIPTION
Definition
Volume of milk refers to the monthly volume of milk marketed by MCCs to different outlets.
Utility
This indicator measures the program's progress in improving market linkages between dairy producers and processors
DATA ACQUISITION
Data Collection Method
The MCCs are provided with booklets where they record daily volumes sold to different outlets. The different outlets include the processors, the counter sales and the bulk sales. The MCCs record these volume sales on a monthly basis which are checked and collected on a monthly basis at the beginning and later on a quarterly basis Additional information is collected from processors' records and is reviewed on a quarterly basis
Method of Acquisition
MCCs provide information Processors 's records to double check MCCs information
Data Source
MCC records Farmers' records to countercheck the values of the MCCs Processors records
Frequency of Data Acquisition
Quarterly for MCCs and processors
Responsible for Collecting
Technical Team M&E Personnel
DATA QUALITY

Quality Assessment
Once a year
Known Data Limitations
The data may be considered business sensitive and thus may not be realized at will Inaccurate records Lack of Books for recording
Actions taken to address data limitations
Establishment of Agreements with Farmers Associations and Dairy Processors Train MCCs in Record Management Ensure that MCCs acquire Record Books
DATA ANALYSIS
Data Analysis
Data is compared with baseline values Quarterly data is compared with quarterly data from previous years
Reporting of Data
LOL: Quarterly/Annual Reports USAID: Results Report
OTHER NOTES
Baseline and Targets
The baseline for this indicator is USD245, 400 per annum per MCC. The FY2 and FY3 targets were set to 257, 700 and 269, 900 litres per annum per MCC, respectively. The FY4 target has been set to 282, 200 litres while the FY5 and FY6 (also LOA) target have all been set to 294, 500 litres per annum per MCC, respectively.
Data Storage
The program maintains electronic and/or physical files of the following documents in order to document this performance indicator; File of MCC monthly milk deliveries Field activity reports
Disaggregating
Geographical Area, Length of time of establishment, membership size
Unit of Measure
Litres per annum per MCC

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 12

THIS IS NO LONGER AN INDICATOR IN THE IPTT

Since the development of the Producer Group Capacity Index (PCCI) has been evolving, it was decided to remove this indicator from the IPTT until further notice. Different models are currently being tested. With this change, IR 2.3 was then changed to number of smallholder farmers delivering Milk to Milk Collection Centers as detailed below.

INDICATOR REFERENCE SHEET
Result
Intermediate Result 2: Improved productivity of the Dairy Industry
Indicator
IR 2.3: Average Producer Group Capacity Index (PGCI)
DESCRIPTION
Definition
<p>In order to measure the progress of LOL's capacity building efforts, PGCI was adapted from the Institutional Development Framework used by Land O'Lakes and parts of Africare's Food Security Community Capacity Index (FSCCI), creating a comprehensive index that measures how well the cooperative is doing as a cooperative in reaching the program's food security strategy objectives.</p> <p>This integrated measurement reduces the level of subjectivity and provides a general idea of the degree to which program beneficiaries are recognizing improvements in their cooperative capacity and food security. In other words, there is a sense of sustainability in building capacity of the beneficiaries and their communities. The capacities along with the variables in the PGCI should not be seen as program indicators, but rather as measurements of community capacity building. The PGCI identifies organizational capacity areas, called resource characteristics. Each capacity is further broken down into six key components as follows:</p> <ul style="list-style-type: none"> ➤ Oversight/Vision: board, mission, autonomy ➤ Management Resources: leadership style, participatory management, management systems, planning, community participation, monitoring, evaluation ➤ Human Resources: staff skills, staff development, organizational diversity ➤ Financial Resources: financial management, financial vulnerability, financial solvency ➤ External Resources: public relations, ability to work with local communities, ability to work with government bodies, ability to work with other organizations ➤ Food Security Capacity: capacity of analysis, ability to take action, ability to manage risk and vulnerability, individual capacity, communication and exchange with outsiders <p>Each key component within a capacity area is rated at one of four stages along an organizational development continuum (1=start up, 2=development, 3=expansion/consolidation, and 4=sustainability). General descriptions of Stages of Development are as follows:</p> <p>1—Start up: The group does not have expertise or knowledge in that capacity.</p> <p>2—Development: The group has been introduced to this specific capacity or is starting to receive some training but adoption does not happen or is very limited.</p>

~~3— Expansion/Consolidation: The group has a good understanding of this specific capacity and received adequate training. Adoption is underway and significant progress has been made.~~

~~4— Sustainability: The group fully understands this capacity and has fully adopted training received. Moreover, group's activities ensure that this capacity continues after the intervention of external interventions~~

~~These descriptions are used to prepare the table that captures this information. Based on the previous general descriptions, the table offers criteria describing each stage of development for each of the components, sub components and variable, for example, for "Food Security Capacity" and its sub component: "Capacity to analyze and plan"; descriptions of its stages of development are:~~

~~1— Start up: The group doesn't know any of the RRA and PRA techniques~~

~~2— Development: The group can list some RRA and PRA techniques, but does not use them (being trained)~~

~~3— Expansion/Consolidation: The group uses at least 1 RRA/PRA techniques on a semi annual basis~~

~~4— Sustainability: The group uses at least 2 RRA/PRA techniques on a semi annual basis~~

~~Through discussion, the interviewer will use the ranking criteria to determine where along the development continuum their organization is situated for each component. Each key component is rated on a scale of 1 to 4, and all components are averaged together to provide a summary score for each capacity area and overall for the whole organization. This allows numeric targets to be set and monitored for each capacity area and overall score for every group.~~

~~For an overall program score, each group (A-L) is interviewed, scored and averaged. The total averages are summed and then divided by the total number of groups interviewed.~~

~~Program PGCI = Sum (A + B + C + D + E + F + G + H + I + J + K + L)~~

$$\text{G5} = \frac{\text{Sum of average scores of all groups}}{\text{Total Number of groups}}$$

~~In terms of category definition of the ratings, the following will describe what it means to have scores 1, 2, 3 and 4.~~

~~Score 1-1.99: Group is in the Start up stage.~~

~~Score 2-2.99: Group is in the Development stage.~~

~~Score 3-3.50: Group is in the Consolidation stage.~~

~~Score 4 — : Group is in the Sustainability stage.~~

~~Baseline is 0 because all new groups are in the start up stage. Provisional target at Midterm (FY3) is 2 and LOA is 3. According to an initial pilot test of this indicator, the older groups are averaging 2.95 and newer and medium term groups are averaging 1.73. Hence the above provisional targets were established but will be revised at Midterm to reflect more representative targets for the Final Evaluation.~~

Utility

~~This indicator measures the program's progress in the capacity of the producer groups towards~~

self sustainability towards attainment of food security levels.
DATA ACQUISITION
Data Collection Method
The data will be collected from the producer group representative using a structured questionnaire.
Method of Acquisition
Producer groups will provide the information during interviews
Data Source
Questionnaires
Frequency of Data Acquisition
Quarterly for MCCs and processors Bi-annually for selected farmers
Responsible for Collecting
Cooperative and business development Specialist M&E Personnel
DATA QUALITY
Quality Assessment
Once a year
Known Data Limitations
Subjectivity for the group to rate themselves
Actions taken to address data limitations
Cross checking the information using other source of information
DATA ANALYSIS
Data Analysis
Data is compared with baseline values Quarterly data is compared with quarterly data from previous years
Reporting of Data
LOL: Quarterly/Annual Reports USAID: Results Report
OTHER NOTES
Data Storage
Hard copy questionnaires will be filed Electronic database of the indicator
Disaggregating

Geographical Area, Length of time of establishment, membership size
Unit of Measure
Score

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 13

INDICATOR REFERENCE SHEET
Result
Intermediate Result 2: Improved productivity of the Dairy Industry
Indicator
IR 2.3: Number of smallholder farmers delivering Milk to Milk Collection Centers
DESCRIPTION
Definition
This indicator refers to the individual members of producer groups selling their raw milk to MCCs during the year. The definition of the indicator takes into account all farmers that have delivered milk to the MCC at least once during the year.
Utility
The program aims to support the development of market linkages in the dairy industry. On the supply side of these linkages, a major determining factor of the viability of MCCs is the number of farmers supplying it with raw milk for onward sale to processors. This indicator thus provides a measure of the sustainability of the MCCs and thus the viability of the dairy industry
DATA ACQUISITION
Data Collection Method
On the MCC record books, the MCCs write the names of all the farmers that have delivered the milk in each particular month and the quantities delivered. The MCCs also note the farmers that start delivering milk for the first time each month. The total number of farmers delivering for the first time is then added to those already delivering to have accumulated totals for the month.
Method of Acquisition
Review of MCC records
Data Source
MCC Records books
Frequency of Data Acquisition
Quarterly
Responsible for Collecting
Technical units
M&E unit

DATA QUALITY
Quality Assessment
Once a year
Known Data Limitations
The data may be considered business sensitive and thus may not be realized at will Inaccurate records Lack of Books for recording
Actions taken to address data limitations
Establishment of Agreements with Farmers Associations and MCCs Train MCCs in Record Management Ensure that MCCs acquire Record Books
DATA ANALYSIS
Data Analysis
Data is compared with baseline values Quarterly data is compared with quarterly data from previous years
Reporting of Data
LOL: Quarterly/Annual Reports USAID: Results Report
OTHER NOTES
Baseline/Targets
At the beginning of the program, the baseline number of farmers delivering milk to the MCC was 600 farmers. The targets for the number of farmers delivering milk to MCCs were set to 850 and 1,250 farmers in FY 2 and FY 3 respectively. In FY 4, FY5 and FY6 (also the end of the program/LOA) the number of farmers delivering milk to MCCs is expected to be maintained at 1, 250. A detailed explanation of how these targets have been set has been provided in the justification document submitted as an annex to the 2007 Results Report.
Data Storage
The program maintains electronic and/or physical files of the following documents in order to document this performance indicator; File of MCCs' records and Questionnaires
Disaggregating
Gender, Farm size, vulnerability group, geographical area, Origin of the animals
Unit of Measure
Number of farmers

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 14

INDICATOR REFERENCE SHEET
Result
Intermediate Result 2: Improved productivity of the Dairy Industry
Indicator
IR 2.4: Volume of milk used by targeted Processors to produce dairy products
DESCRIPTION
Definition
Volume of milk used by targeted processors is the amount (in liters) of fresh milk or sour used to produce dairy products which can either be fresh and sour milk or other finished dairy products like cheese, yoghurt etc. Liters of finished products may be only used as a proxy measure when the actual liters of milk used are not recorded by the processor.
Utility
The program aims to provide assistance to dairy processors through the Zambia Dairy Processors Association. This assistance is in the form of promotional campaigns to boost market demand and technical assistance to boost factory production. This indicator is critical for tracking progress in linking dairy producers to processors.
DATA ACQUISITION
Data Collection Method
Processors will facilitate access to their production/sales records Examination of processors' records
Method of Acquisition
Review of Processors' Monthly Production and Output Reports Quarterly reports filed in by the processing and promotions specialists
Data Source
Processors' reports Processing Specialist's Reports
Frequency of Data Acquisition
Quarterly
Responsible for Collecting
Processing Specialist Promotions Specialist M&E Specialist
DATA QUALITY

Quality Assessment
Once a year
Known Data Limitations
Processors' reluctance to give out information due to the business sensitive nature of the information Untimely availability of data
Actions taken to address data limitations
Establishment of agreements with Processors through ZDPA Assurance for confidentiality in use of information received from processors. Making early requests for information from processors Use of dairy products information to triangulate with data on liters of milk used
DATA ANALYSIS
Data Analysis
Data collected will first be compared to baseline values and then each quarter's data will be compared with quarterly data from the previous year
Reporting of Data
LOL: Quarterly/Annual Reports USAID: Results Report
OTHER NOTES
Baseline/Targets
The Volume of milk used by targeted Processors to produce dairy products was found to be 31, 908, 000 litres and it was project to grow to by 10%, 20%, and 25% in FY2, FY3, and FY4 respectively. Through provision of technical assistance to dairy processors and strengthening market linkages between MCCs and processors, the program managed to increase the volume of milk used by targeted processors by 21%, 26%, and 24% in FY2, FY3, and FY4. The FY5 and FY6 (also LOA) targets have been set to 30%
Data Storage
The program maintains electronic and/or physical files of Processors' Records in order to document this performance indicator; File of Processor's records
Disaggregating
Processor
Unit of Measure
Liters of Milk per year

PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 15

INDICATOR REFERENCE SHEET
Result
Intermediate Result 2: Improved productivity of the Dairy Industry
Indicator
IR 2.5: Capacity Utilization of targeted Dairy Processors to produce dairy products
DESCRIPTION
Definition
Capacity Utilization of processors refers to the proportion of monthly utilization of the installed capacity of the processors to process milk on a daily basis. Taking into
$\text{IR 2.5} = \left(\frac{\text{IR 2.4}}{\text{Total number of production days}} \right) / (\text{Installed Capacity}) \times 100$ <p>consideration the baseline figure for IR 2.4 (31,908,000 litres per annum) and the installed capacity of all the processors of 329, 000 litres per day, the baseline figure was computed from these two figures. Once IR 2.4 is converted to a daily amount, then the capacity utilization is calculated based on the formula below:</p> <p>Given the figures currently at hand and substituting them into the above formula, the baseline figure for IR 2.5 is then computed as below:</p> $\text{IR 2.5} = (31,908, 000 \text{ Litres}/365 \text{ Days}) / (329,000\text{Litres per day}) \times 100 = 26\%$
Utility
The program aims to provide assistance to dairy processors through the Zambia Dairy Processors Association (ZDPA). This assistance will be in form of promotional campaigns to boost market demand and technical assistance to boost factory production. In turn, it is expected that the processors would be able to operate at their full capacity. This indicator is critical for tracking progress in linking dairy producers to processors.
DATA ACQUISITION
Data Collection Method
Processors will facilitate access to their production/sales records Examination of processors' records
Method of Acquisition
Review of Processors' Monthly Output Reports Quarterly reports filed in by the processing and promotions/processing specialists
Data Source
Processors' reports, Promotions/Processing Specialist
Frequency of Data Acquisition

Quarterly
Responsible for Collecting
Processing Specialist , Promotions Specialist, and M&E Specialist
DATA QUALITY
Quality Assessment
Once a year
Known Data Limitations
Processors' reluctance to give out information due to the business sensitive nature of the information
Timely availability of data
Actions taken to address data limitations
Establishment of agreements with ZDPA
Making early requests for information from processors
DATA ANALYSIS
Data Analysis
Data collected will first be compared to baseline values and then each quarter's data will be compared with quarterly data from the previous year
Reporting of Data
LOL: Quarterly/Annual Reports
USAID: Results Report
OTHER NOTES
Baseline/Targets
The targets set for this indicator correspond to the expected change in the volume used by the targeted processors (i.e. IR 2.4). Therefore, the proposed targets for this indicator were expected to increase capacity utilization from 26% at the baseline to 29% in FY2; 31% in FY3; 32% in FY4 and 34% in FY5 and FY6 (also LOA target).
Data Storage
The program will maintain electronic and/or physical files of Processors' Records in order to document this performance indicator;
File of MCC monthly milk deliveries
File of Processor's records
Disaggregating
By Processor and Type of Dairy Product
Unit of Measure
Percentage

The indicators below will no longer be tracked by the program as activities aimed at achieving the Intermediate Result (IR) 3: Improved Storage of Non-perishable crops and its corresponding indicators below were being implemented through ZACA which was dissolved by USAID in 2006. Since then, activities in this component have not been implemented and the indicators have not been tracked. Accordingly, this PMP document has been revised whilst making sure that the Performance Indicator Reference Sheets for indicators that are no longer being tracked are left within the document for institutional memory.

INTERMEDIATE RESULT 3: IMPROVED STORAGE OF NON PERISHABLE COMMODITIES**PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 16**

INDICATOR REFERENCE SHEET
Result
Intermediate Result 3: Improved storage of non-perishable commodities
Indicator
IR 3.1: Increase in commodity receipts used as collateral
DESCRIPTION
Definition
Receipted commodities refer to the various non-perishable agricultural products like Maize, cotton, sunflower etc that are placed in certified warehouses and owners are issued with commodity receipts as proof of ownership. These receipts may then be used as collateral for obtaining loans from lending institutions
Utility
Most smallholder farmers in Zambia do not have access to loans, mainly due to lack of collateral. Since warehouse receipts are acceptable as collateral, this indicator is a critical to the performance of the program in so far as facilitating farmers' access to loans is concerned.
DATA ACQUISITION
Data Collection Method
ZACA will provide quarterly reports the copies of these receipts that have been given to the farmers. These receipts will indicate the type of commodity in the warehouse, the quantity and its value.
Method of Acquisition
Review of Warehouse Records Interviews with randomly selected farmers
Data Source
Warehouse Records Structured questionnaires
Frequency of Data Acquisition
Semi-Annually
Responsible for Collecting
Field Staff M&E Specialist
DATA QUALITY
Quality Assessment

Once a year
Known Data Limitations
Accuracy of data
Actions taken to address data limitations
PRA techniques to validate data
DATA ANALYSIS
Data Analysis
Comparative Analysis
Reporting of Data
LOL: Quarterly/Annual Reports
USAID: Results Report
OTHER NOTES
Baseline and Targets
The baseline figures as a result of the program intervention are at Zero or no receipts. However, these receipts are expected to have an impact starting in FY3 (Mid term) where they are expected to increase 35% and to 50% by the end of the program (i.e. FY 4)
Data Storage
The program will maintain an electronic and/or physical files of the following documents in order to document this performance indicator;
Warehouse Records
Questionnaire Files
Disaggregating
Geographical area, Vulnerability groups, farmer size, gender, warehouses
Unit of Measure
US Dollar value of receipts

~~PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 17~~

INDICATOR REFERENCE SHEET
Result
Intermediate Result 3: Improved storage of non-perishable commodities
Indicator
IR 3.2: Number of smallholder farmers trained
DESCRIPTION
Definition
The indicator refers to the farmers who have been trained in warehousing receipt system
Utility
The indicator is a direct measure of the program's effectiveness in influencing smallholder farmers' participation in the warehousing system.
DATA ACQUISITION
Data Collection Method
ZACA will provide this information to LOL
Method of Acquisition
Review of ZACA quarterly reports
Data Source
Quarterly reports
Frequency of Data Acquisition
Quarterly
Responsible for Collecting
M&E Personnel
DATA QUALITY
Quality Assessment
Once a year
Known Data Limitations
Non-availability of the reports
Actions taken to address data limitations
Contract enforcement
DATA ANALYSIS
Data Analysis
Data collected is compared with baseline values

Quarterly data is compared with quarterly data from previous years
Reporting of Data
LOL: Quarterly/Annual Reports
USAID: Results Report
OTHER NOTES
Baseline and Targets
At the beginning of the program, it is assumed that no farmer was trained as a result of this program's intervention. A total of 5,000 farmers are expected to be trained at LOA.
Data Storage
Reports filed
Disaggregating
Gender, Geographical area, type of improved practices
Unit of Measure
Number of Farmers trained

~~PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 18~~

INDICATOR REFERENCE SHEET
Result
Intermediate Result 3: Improved storage of non-perishable commodities
Indicator
IR 3.3: Increase in quantity of commodities deposited in certified warehouses by smallholder farmers.
DESCRIPTION
Definition
Quantity of commodities refer the Metric Tons of agricultural produce that are stored in certified warehouses and placed under receipt
Utility
This indicator measures effectiveness of the program in improving storage for non-perishable commodities
DATA ACQUISITION
Data Collection Method
The sub-Contractor (ZACA) implementing this component will review warehouse records and incorporate the information in the quarterly reports that will be submitted to the LOL
Method of Acquisition
Records Review
Data Source
Warehouses and sub-contractor implementing this component
Frequency of Data Acquisition
Semi-annually
Responsible for Collecting
Field Staff
M&E Staff
DATA QUALITY
Quality Assessment
Once a year
Known Data Limitations
Lack of records
Actions taken to address data limitations
Maintaining a filing system of warehouses

Establish documentation provided by sub-contractor
DATA ANALYSIS
Data Analysis
Comparative analysis
Reporting of Data
LOL: Quarterly/Annual Reports USAID: Results Report Sub-contractor: Report
OTHER NOTES
Baseline/Targets
The amount of commodities deposited in certified warehouses currently stands at 0Mt as a Baseline value which the program is working with.
Data Storage
The program will maintain an electronic and/or physical files of ZACA records in order to document this performance indicator.
Disaggregating
Geographical Areas, warehouses, Type of Commodity
Unit of Measure
Mt per year

~~PERFORMANCE INDICATOR REFERENCE SHEET NUMBER 19~~

INDICATOR REFERENCE SHEET
Result
Intermediate Result 3: Improved storage of non-perishable commodities
Indicator
IR 3.4: Number of warehouses certified
DESCRIPTION
Definition
Certified warehouses are defined as those warehouses that have passed the technical standards set by the Zambia Agricultural Commodity Agency (ZACA) and have been issued with a certificate of operation
Utility
The indicator is a measure of the program's progress towards increasing the amount of certified storage available to farmers in Zambia
DATA ACQUISITION
Data Collection Method
Review of ZACA records and quarterly reports
Method of Acquisition
Records Review
Data Source
ZACA Records
Frequency of Data Acquisition
Semi-annually
Responsible for Collecting
Field Staff
M&E Staff
DATA QUALITY
Quality Assessment
Once a year
Known Data Limitations
Lack of records
Actions taken to address data limitations
Maintaining a filing system of warehouses
Field Review

Establish documentation provided by sub-contractor
DATA ANALYSIS
Data Analysis
Comparative analysis
Reporting of Data
LOL: Quarterly/Annual Reports USAID: Results Report Sub-contractor: Report
OTHER NOTES
Baseline/Targets
As at the beginning of the program, there were no any warehouses that were as a result of the program intervention. It is targeted that the number of certified warehouses will increase to 3 in FY 2, to 6 in FY 3, to 9 in FY 4 and to 10 in FY 5 and FY6.
Data Storage
The program will maintain an electronic and/or physical files of ZACA records in order to document this performance indicator; Sub-contractor implementing this component
Disaggregating
Geographical Areas, warehouses
Unit of Measure
Number of Warehouses

APPENDICES

Appendix 1: Indicator Performance Tracking Table (IPTT)

Indicator ¹	Base-line	FY 2 Target	FY 2 Achieved	FY 2 % Achieved vs. Target	FY 3 Target (Mid-term)	FY 3 Achieved	FY 3 % Achieved vs. Target	FY 4 Target	FY 4 Achieved	FY 4 % Achieved vs. Target	FY 5 Target	FY 5 Achieved	FY 5 % Achieved vs. Target	FY 6 Target	FY 6 Achieved	FY 6 % Achieved vs. Target	LOA Target	LOA Achieved
Goal (FFP/SO): Reduced Food Insecurity Among Vulnerable Populations																		
G1. Number Months of Adequate Household Food Provisioning	6.4 Months				9.4 Months	8.2 Months	87%							10 Months				10 months
G2. Household Dietary Diversity Score (HDDS) ²						6.05	Baseline							7.00				7.00
Strategic Objective: Increased Incomes for Smallholder Farmers																		
SO1. Increase in average household income from dairy sales	\$578 per farmer per annum				\$636 per farmer per annum	\$732 per farmer per annum	115%							\$694 per farmer per annum				\$694 per farmer per annum
SO2. Increase in average household income from warehousing system ³	0				5%	n/a								n/a				n/a

¹ See Performance Management Plan for details of each Indicator

² The baseline value for the HDDS was determined at Mid-term Evaluation. Indicator explanation is in the Performance Management Plan and the justification document.

³ ZACA was inadvertently dissolved by USAID hence the warehouse receipt component will no longer be part of the program.

Indicator ¹	Base-line	FY 2 Target	FY 2 Achieved	FY 2 % Achieved vs. Target	FY 3 Target (Mid-term)	FY 3 Achieved	FY 3 % Achieved vs. Target	FY 4 Target	FY 4 Achieved	FY 4 % Achieved vs. Target	FY 5 Target	FY 5 Achieved	FY 5 % Achieved vs. Target	FY 6 Target	FY 6 Achieved	FY 6 % Achieved vs. Target	LOA Target	LOA Achieved
Intermediate Result 1 : Increased productivity of smallholder Dairy Farmers																		
IR1.1 Increase in average Volume of milk produced by smallholder farmers	2, 750 liters per annum per farmer	2, 888 liters per annum per farmer	3, 038 liters per annum per farmer	105%	3, 025 liters per annum per farmer	2, 862 liters per annum per farmer	95%	3, 166 liters per annum per farmer	3, 582 litres per annum per farmer	113%	3, 300 liters per annum per farmer			3, 300 liters per annum per farmer			3, 300 liters per annum per farmer	
IR1.2 Increase in average yield of dairy cattle (liters per cow per day)	4.0 Litres per cow per day.	6.0 Litres per cow per day.	4.0 Litres per cow per day.	67%	8.0 Litres per cow per day.	7.8 Litres per cow per day.	97%	9 Litres per cow per day.	6.90 Litres Per cow per day	76%	10 Litres per cow per day.			10 Litres per cow per day.			10 Litres per cow per day.	
IR1.3 Number of smallholder farmers owning improved dairy cattle	0	250	204	82%	650	587	91%	900	761	85%	1,000			1,000			1,000	
IR1.4 Number of smallholder farmers trained	0	600	775	129%	1,200	1,911	159%	2000	2414	121%	2500			2500			2500	

Indicator ¹	Base-line	FY 2 Target	FY 2 Achieved	FY 2 % Achieved vs. Target	FY 3 Target (Mid-term)	FY 3 Achieved	FY 3 % Achieved vs. Target	FY 4 Target	FY 4 Achieved	FY 4 % Achieved vs. Target	FY 5 Target	FY 5 Achieved	FY 5 % Achieved vs. Target	FY 6 Target	FY 6 Achieved	FY 6 % Achieved vs. Target	LOA Target	LOA Achieved
Intermediate Result 2: Improved Productivity of the Dairy Industry																		
IR2.1. Gross average value of milk sold by Milk Collection Centers	61,300 US\$ per annum per MCC		60,215 US\$ per annum per MCC		85,500 US\$ per annum per MCC	71,244 US\$ per annum per MCC	83%		96,315 US\$ per annum per MCC					77,344 US\$ per annum per MCC			77,344 US\$ per annum per MCC	
IR2.2. Average Volume of milk sold by Milk Collection Centers	245,400 Litres per annum per MCC	257,700 Litres per annum per MCC	202,800 Litres per annum per MCC	79%	269,900 Litres per annum per MCC	182,928 Litres per annum per MCC	68%	282,200 Litres per annum per MCC	265,850 Litres per annum per MCC	94%	294,500 Litres per annum per MCC			294,500 Litres per annum per MCC			294,500 Litres per annum per MCC	
IR2.3. Number of smallholder farmers delivering milk to MCCs	600	850	744	88%	1,250	797	64%	1,250	741	59%	1,250			1,250			1,250	
IR2.4 Volume of milk used by targeted Processors to produce dairy products	(000) 31,908 Litres per annum	10% ((000) 35,099 Litres per annum)	21% ((000) 38,583 Litres per annum)	210%	20% ((000) 38,290 Litres per annum)	26% ((000) 40,256 Litres per annum)	130%	25% ((000) 39,885 Litres per annum)	24% ((000) 39,559 Litres per annum)	96%	30% ((000) 41,480 Litres per annum)			30% ((000) 41,480 Litres per annum)			30% ((000) 41,480 Litres per annum)	
IR2.5 Capacity Utilization of targeted Processors to produce dairy products	26%	29%	32%	110%	31%	33%	106%	32%	32%	100%	34%			34%			34%	

Indicator ¹	Base-line	FY 2 Target	FY 2 Achieved	FY 2 % Achieved vs. Target	FY 3 Target (Mid-term)	FY 3 Achieved	FY 3 % Achieved vs. Target	FY 4 Target	FY 4 Achieved	FY 4 % Achieved vs. Target	FY 5 Target	FY 5 Achieved	FY 5 % Achieved vs. Target	FY 6 Target	FY 6 Achieved	FY 6 % Achieved vs. Target	LOA Target	LOA Achieved
Intermediate Result 3: Improved storage of Non-perishable Commodities⁴																		
IR3.1 Increase in commodity receipts used as collateral	0				35%	47%	130%				n/a			n/a			n/a	
IR3.2 Number of smallholder farmers trained	0	2,000	2,133	107%	3,000	3,000	100%	n/a			n/a			n/a			n/a	
IR3.3 Increase in quantity of commodities deposited in certified warehouses by smallholder farmers	0 Mt	5,000 Mt	3,654 Mt	73%	10,000 Mt	17,000Mt	170%	n/a			n/a			n/a			n/a	
IR3.4 Number of Warehouses certified	0	3	5	167%	6	5	83%	n/a			n/a			n/a			n/a	

⁴ The indicators under IR 3 do not have targets for FY4, FY5 and FY6 because the ZACA which was implementing the component where these indicators were measured was dissolved by USAID.



**Land O' Lakes, inc. Zambia
Title II Development Activity Program
TA No. FFP-A-00-04-00001-00**

**PROPOSED REVISIONS TO THE INDICATOR PERFORMANCE
TRACKING TABLE (IPTT) AND THEIR JUSTIFICATIONS**

October 2007

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Indicator: G 1 – Number of months of adequate food provisioning

Revision 1:

The final year and LOA targets were reduced from 11.4 Months to 10 Months of Adequate Household Food Provisioning.

Justification:

In previous modification documents submitted to FFP, it has been clearly indicated how this indicator is measured and how data used to measure it is captured and analysed. In the latest Results Report submitted to FFP in November 2006, the IPTT submitted as an annex indicated that the program intended to achieve 9.4 Months and 11.4 Months of Adequate Household Food Provisioning by the Mid-term and End of program, respectively. The LOA target is also 11.4 Months. This is consistent with expectation that marginal increases in number of Months of Adequate Household Food Provisioning are expected to be higher in the early stages of the program than in the final stages of the program.

The Baseline evaluation was population based and recorded 6.4 Months of Adequate Household Food Provisioning and the mid-term evaluation which was beneficiary based recorded 8.2 Months which fell short of the targeted 9.4 Months. The increment from the baseline to the mid-term was 1.8 months. Since this increment was achieved during a period of two years, the same increment is being applied to adjust the LOA target for the last two years of intervention. Thus, the new adjusted target is 1.8 months added to 8.2 months found resulting in a LOA target of 10 months. This new target is considered the most realistic and highly likely to achieve since it is adjusted based on the field experience after two years.

Indicator: G2 – Household Dietary Diversity Score (HDDS)

Revision 1:

The end of program target was set to 7.

Justification:

HDDS is a proxy measure of the socio-economic level of the household. HDDS measures the number of different food groups consumed over a given time period¹. According to the FSSP, capacity building for food security, HDDS is an appropriate indicator to monitor if increased income level diversifies the household's diet, improves some health outcomes such as increase in percentage of protein intake of animal sources, which is a high quality protein. In terms of the program, it is important to measure how households are using the extra income from the milk sales and how it reflects in a richer household diet as a proxy to their socio-economic level.

¹ Anne Swindale and Paula Bilinsky. Household Dietary Diversity Score (HDDS) for Measurement of Household Food Access: Indicator Guide. (FANTA, Washington, DC: March 2005) 1.

The baseline figure for this indicator was determined at mid-term when it was found to be 6.05 implying that households surveyed were having six (6) different food groups at that time on average. In the IPTT submitted as an annex to the 2006 Results Report, the end of project and LOA targets for G2 were not specified but with reference to agreements reached after the mid-term. The HDDS target for the end of program and LOA target was set to 7².

Indicator: G3 – Individual Dietary Diversity Score (IDDS)

Revision 1:

This indicator was removed from the IPTT.

Justification:

In an effort to measure the nutritional status of children, the use of IDDS was proposed. IDDS is a proxy measure of the nutritional quality of an individual's diet. In the case of children, the types of food they consume will be different from the normal household food list. The assumption is that children eating a diverse diet are healthier than those who are not able to consume a number of different foods that contain protein and various kinds of vitamins and minerals. Since children's nutrition will be affected by other programs in the area, breastfeeding practices, other care and feeding practices, and increased access to food, this is an appropriate proxy indicator for nutritional status because it measures the different kinds of foods children consume. The IDDS score was found to be 5.26 at mid-term, which was taken as the baseline.

The removal of this indicator is due to the fact that the program does not have any nutritional activities that would affect this indicator, and, therefore, changes in nutritional status of beneficiaries are not expected to change.

Strategic Objective: Increased Incomes for Smallholder Farmers

Indicator: SO 1 – Increase in Average household income from dairy sales.

No changes/modifications were made to this indicator with respect to targets set in the IPTT submitted as an annex to the 2006 Results Report.

As stated in the 2006 Results Report, the average household income earned from sales of dairy products was found to be \$732 per farmer per annum at mid-term. Even though this level of income recorded in 2006 represented a 115% achievement of the mid-term target of \$636, and was also above the set target for FY5 and LOA (\$694). The 115% achievement of the mid-term target is partially attributed to the good weather experienced the year before the evaluation. Given the frequency of droughts and other unprecedented distortions in dairy production and marketing, achieving an annual income of \$694 per farmer in a year with bad weather would still be quite challenging for the program. It is for this reason that the FY5 and LOA target of \$694 has been maintained.

² Target has been set for 7.0 taking the minimum HDDS of the upper tercile (33% of households with highest HDDS scores in the sample) – 2006 Results Report

Indicator: SO 2 – Increase in Average Household Income from Warehousing System

Revision 1

The mid-term target for this indicator was set at 5%, while the end of program targets for this indicator was set to 15%. Following the dissolution of ZACA, the end of program and LOA targets for this indicator are no longer applicable to the program as the warehouse receipt system will no longer be implemented by the program.

Justification

Since smallholder dairy farmers are also involved in crop production, the program also aimed at smoothing their incomes from crop sales by improving the farmers' capacity to store their crops and sale during periods of high prices for their produce. This component was then subcontracted to the Zambia Agricultural Commodity Agency (ZACA). Under the ZACA system, certified warehouses would issue transferable receipts as evidence that specific quantities of a crop had been deposited and that the deposits meet established minimum quality standards. These deposits could also be used as collateral and facilitate improved access to credit for smallholder farmers. However, ZACA was dissolved by USAID in 2006 and this implied that this warehouse receipt system would no longer be implemented as part of the Title II DAP. This therefore implied that the FY05 and LOA targets for this indicator would not apply.

Intermediate Result 1: Increased Productivity of Smallholder Dairy Farmers

Indicator: IR 1.1 – Increase in average volume of milk produced by smallholder farmers.

There were no modifications/changes made to this indicator and therefore all the targets set in the IPTT submitted as an annex to the 2006 Results Report were maintained. The baseline value for the average volume of milk produced by smallholder farmers was 2,750 litres per annum per farmer. The FY2 and FY3 targets set for this indicator were 2,888 litres and 3,025 litres per annum per farmer, respectively. The targets for FY4 and FY5 (LOA targets as well) are 3,166, 3,300 and 3,300 litres per annum per farmer, respectively.

Indicator: IR 1.2 – Increase in average yield of dairy cattle (Litres per cow per day).

Revision 1:

The FY4 target which was set at 10 litres per cow per day has been reduced to 9 Litres per cow per day while the FY5 target (LOA target as well) has been reduced to 10 litres per cow per day from the previously set target of 12 Litres per cow per day.

Justification:

The FY4 and FY5 (also LOA target) targets for this indicator have been revised downwards following the failure by the program to achieve its mid-term target which was set at 8 Litres of milk per cow per day. However, the programs performance was impressive as it just fell short of the target by only 3% and the average yield of dairy cattle (litres per cow per day) recorded at mid-term for all breeds was 7.8 Litres.

Compared to FY2 when the average yield per cow per day was only 4 litres (which was the same at baseline) but representing a 67% percent achievement, the program performed very well in FY3. The targets of 10 litres and 12 litres for FY4 and FY5 (LOA target as well) were not achieved because the indicator included more than expected traditional and crossed cows that have low productivity, which skewed the averaged figure downwards. This indicator is also weather sensitive where periods of poor rainfall may result in limited availability of good quality feed as well as limited water supplies, which both affect the milk yield. Given the frequency of adverse weather conditions in Zambia, there is a high likelihood that one of the remaining years of program implementation may come with a drought, which could make it very difficult to achieve such higher targets even though the farmer's dairy management practices and genetic improvement of animals owned may have improved tremendously.

Indicator: IR 1.3 – Number of smallholder farmers owning improved dairy cattle.

Revision 1:

The targets set in the IPTT submitted as an annex to the 2006 Results Report have been maintained but the interpretation of the indicator has been revised to take care of livestock beneficiaries of distributed livestock, passed on livestock, and calves born from artificial insemination who could lose these improved animals due to animal diseases or poor management. The targets for FY2, FY3, FY4 and FY5 (LOA target as well) are 250, 650, 900, and 1000 respectively in terms of ownership of improved animals.

Table 1: Specific FY Targets and the Cumulative FY Targets for IR 1.4

FY	FY SPECIFIC TARGET	CULMULATIVE TARGET
FY2	250	250
FY3	400	650
FY4	250	900
FY5	100	1, 000
LOA		1, 000

Justification:

The decision to discount farmers who have lost their improved stock is aimed at providing a much more accurate prevailing situation on improved livestock ownership than relying on number of farmers reported to have received livestock from LOL, artificial

insemination services and passed on livestock. This is because there are cases where farmers who received and accessed improved animals through these channels may actually not own these improved livestock because they have died. The consideration of livestock deaths is an important one given that many farmers have already lost their improved animals received from the program as well as those that could have been born from artificially inseminated cows, especially in the Southern Province where all farmers in some groups have lost their animals due to the Contagious Bovine Plural Pneumonia (CBPP).

Indicator: IR 1.4 – Number of smallholder farmers trained.

Revision 1:

The FY4 and FY5 (also LOA) targets for the number of farmers trained have been revised downwards from 2,867 to 2,000 and from 3,824 to 2,500 respectively.

Justification:

As the program progresses into its final stage, there will be more focus on putting in place sustainability mechanisms and this will require that the program scales down the recruitment of new farmers into the program. This therefore implies that there will be a decline in the incremental number of farmers entering the program contrary to what was envisaged in the previously revised IPTT, which was submitted as an annex to the 2006 Results Report with increasing targets up to the final year. With much more emphasis shifting towards strengthening the capacity of existing farmers to develop mechanisms for sustaining program activities, the program has only recruited 511 new farmers in FY4 and is only expected to add on about 88 farmers in FY5.

Intermediate Result 2: Improved Productivity of the Dairy Industry

Indicator: IR 2.1 – Gross average value of milk sold by Milk Collection Centres (MCCs).

Revision 1:

The end of program target (also the LOA target) for this indicator was revised downwards from US\$ 93,000 per annum per MCC to US\$ 77,344 per annum per MCC.

Justification

I.R 2.1 is related to I.R 1.2 (increase in average yield of dairy cattle [litres per cow per day] and I.R 2.3 (Number of smallholder farmers delivering milk to MCCs) which have both been revised downwards as explained in detail above. These revisions also meant that there was need for a downward revision of the end of program targets for this indicator. Since this is an outcome/impact indicator, targets were only set for the mid-term and end of program in relation to the baseline figure, which was found to be US\$61,300. Another compounding factor that necessitated the downward revision of the final year (also LOA) targets for this indicator was the underperformance at mid-term. The program only managed to achieve an average value of milk sold by MCCs of

US\$71,244, which represented an 83% achievement rate. Because of these factors, the end of program targets was set to US\$77,344 per annum per MCC.

Indicator: IR 2.2 – Average Volume of Milk sold by Milk Collection Centers (MCCs).

There were no revisions or modifications to this indicator. Refer to the attached IPTT for targets set for each FY after a baseline value of 245, 400 litres per annum per MCC was established.

Indicator: IR 2.3 – Number of smallholder farmers delivering milk to Milk Collection Centers (MCCs).

Revision 1:

The FY4 and FY5 (also LOA target) targets for this indicator were revised from 1,500 to 1,250 and from 1,600 to 1,250, respectively.

Justification:

This downward revision of the target for this indicator was necessitated by the fact that some farmers on the Southern province had stopped delivering milk to MCCs after having lost their cows due to disease outbreaks. There have also been some delays in operationalising the MCCs in Central and Copperbelt provinces, which are areas of new growth for the program where many farmers have already started milking their animals but are not yet selling their milk through MCCs. The delay in having operational MCCs in these provinces may have led to underachievement of the indicator at the mid-term ². Currently, many MCCs are under construction in Copperbelt, but given the fact that only 1,000 farmers are expected to own improved livestock due to program intervention, there are only a few more farmers with their own cattle especially in the Southern Province who are also expected to deliver their milk through MCCs. Most of the farmers in Copperbelt have never owned livestock before, and those who are expected to deliver milk to the MCCs are most likely going to be farmers that received cattle from the Land O' Lakes program.

Indicator: IR 2.4 – Volume of milk used by targeted processors to produce dairy products.

There were no revisions or modifications to this indicator. Refer to the attached IPTT for targets set for each FY after a baseline value of 31,908,000 litres used by targeted dairy processors per annum was established.

² As indicated in the 2006 Results Report, 797 farmers delivered milk to MCCs out of the targeted 1, 250 farmers representing 62% achievement.

Indicator: IR 2.5 – Capacity Utilization of targeted processors to produce dairy products.

There were no revisions or modifications to this indicator. Refer to the attached IPTT for targets set for each FY after a baseline value of 26% in terms capacity utilization was established.

Intermediate Result 3: Improved Storage of Non-perishable commodities

The warehouse receipt system component under which the above intermediate result and indicators below have been measured in the past is no longer part of the Title II DAP because ZACA was advertently dissolved by USAID. For all indicators below, the targets for FY4 and FY5 (also LOA target) no longer apply. Refer to the PMP attached as an annex to the 2007 Results Report which also shows that these indicators are no longer being tracked.

Indicator: IR 3.1 – Number of warehouses certified.

Indicator: IR 3.2 – Number of smallholder farmers trained.

Indicator: IR 3.3 – Increase in quantity of commodities deposited in certified warehouses by smallholder farmers.

Indicator: IR 3.4 – Number of warehouses certified

APPENDIX 1: Original INDICATOR PERFORMANCE TRACKING TABLE (IPTT) Attached to 2006 Results Report

Indicator ²	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	L Ach
Goal (FFP/SO): Reduced Food Insecurity Among Vulnerable Populations																		
G1. Number Months of Adequate Household Food Provisioning	6.4 Months							9.4 Months	8.2 Months	87%				11.4 Months				11.4 months
G2. Household Dietary Diversity Index (HDDI) ³									6.05	Baseline				TBD				TBD
G3. Individual Dietary Diversity Index (IDDI) ⁴									5.25	Baseline				TBD				TBD

Strategic Objective: Increased Incomes for Smallholder Farmers

² See Performance Management Plan for details of each Indicator

³ To be determined at mid-term Evaluation. Indicator explanation is in the justification document.

⁴ To be determined at mid-term Evaluation. Indicator explanation is in the justification document.

Indicator ²	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	L
SO1. Increase in average household income from dairy sales	\$578 per farmer per annum							\$636 per farmer per annum	\$732 per farmer per annum	115%				\$694 per farmer per annum			\$694 per farmer per annum	
SO2. Increase in average household income from warehousing system	0							5%						15%			15%	

Intermediate Result 1 : Increased productivity of smallholder Dairy Farmers

IR1.1 Increase in average Volume of milk produced by smallholder farmers	2, 750 liters per annum per farmer				2, 888 liters per annum per farmer	3, 038 liters per annum per farmer	105%	3, 025 liters per annum per farmer	2, 862 liters per annum per farmer	95%	3, 166 liters per annum per farmer			3, 300 liters per annum per farmer			3, 300 liters per annum per farmer	
IR1.2 Increase in average yield of dairy cattle (liters per cow per day)	4.0 Litres per cow per day.				6.0 Litres per cow per day.	4.0 Litres per cow per day.	67%	8.0 Litres per cow per day.	7.8 Litres per cow per day.	97%	10.0 Litres per cow per day.			12.0 Litres per cow per day.			12.0 Litres per cow per day.	
IR1.3 Number of	0				250	204	82%	650	587	91%	900			1,000			1,000	

Indicator ²	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	L Ach
smallholder farmers owning improved dairy cattle																		
IR1.4 Number of smallholder farmers trained	0				600	775	129%	1,200	1,911	159%	1,600			1,800			1,800	

Intermediate Result 2: Improved Productivity of the Dairy Industry

IR2.1. Gross average value of milk sold by Milk Collection Centers	61,300 US\$ per annum per MCC					60,215 US\$ per annum per MCC		85,500 US\$ per annum per MCC	71,244 US\$ per annum per MCC	83%				93,000 US\$ per annum per MCC			93,000 US\$ per annum per MCC		
IR2.2. Average Volume of milk sold by Milk Collection Centers	245,400 Litres per annum per MCC					257,700 Litres per annum per MCC	202,800 Litres per annum per MCC	79%	269,900 Litres per annum per MCC	182,928 Litres per annum per MCC	68%	282,200 Litres per annum per MCC			294,500 Litres per annum per MCC			294,500 Litres per annum per MCC	
IR2.4. Number of smallholder farmers delivering milk to MCCs	600					850	744	88%	1,250	797	64%	1,500			1,600			1,600	

Indicator ²	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	L Ach
IR2.5 Volume of milk used by targeted Processors to produce dairy products	(000) 31,908 Litres per annum				10% <i>((000)</i> 35,099 <i>Litres</i> <i>per</i> <i>annum)</i>	21% <i>((000)</i> 38,583 <i>Litres</i> <i>per</i> <i>annum)</i>	210%	20% <i>((000)</i> 38,290 <i>Litres</i> <i>per</i> <i>annum)</i>	26% <i>((000)</i> 40,256 <i>Litres</i> <i>per</i> <i>annum)</i>	130%	25% <i>((000)</i> 39,885 <i>Litres</i> <i>per</i> <i>annum)</i>			30% <i>((000)</i> 41,480 <i>Litres per</i> <i>annum)</i>			30% <i>((000)</i> 41,480 <i>Litres per</i> <i>annum)</i>	
IR2.6 Capacity Utilization of targeted Processors to produce dairy products	26%				29%	32%	110%	31%	33%	106%	32%		34%				34%	
Intermediate Result 3: Improved storage of Non-perishable Commodities																		
IR3.1 Increase in commodity receipts used as collateral	0							35%									50%	
IR3.2 Number of smallholder farmers trained	0				2,000	2,133	107%	3,000			4,000			5,000			5,000	
IR3.3 Increase in quantity of commodities	0 Mt				5,000 Mt	3,654 Mt	73%	10,000 Mt			15,000 Mt			20,000 Mt			20,000 Mt	

Indicator ²	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	L Ach
deposited in certified warehouses by smallholder farmers																		
IR3.4 Number of Warehouses certified	0				3	5	167%	6			9			10			10	

APPENDIX 2: REVISED INDICATOR PERFORMANCE TRACKING TABLE

Indicator ⁵	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	LOA Achieved
Goal (FFP/SO): Reduced Food Insecurity Among Vulnerable Populations																		
G1. Number Months of Adequate Household Food Provisioning	6.4 Months							9.4 Months	8.2 Months	87%				10 Months				10 months
G2. Household Dietary Diversity Score (HDDS) ⁶									6.05	Baseline				7.00				7.00
Strategic Objective: Increased Incomes for Smallholder Farmers																		
SO1. Increase in average household income from dairy sales	\$578 per farmer per annum							\$636 per farmer per annum	\$732 per farmer per annum	115%				\$694 per farmer per annum				\$694 per farmer per annum

⁵ See Performance Management Plan for details of each Indicator

⁶ The baseline value for the HDDS was determined at mid-term Evaluation. Indicator explanation is in the Performance Management Plan and the justification document.

Indicator ⁵	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	LOA Achieved
SO2. Increase in average household income from warehousing system ⁷	0							5%	n/a					n/a			n/a	
Intermediate Result 1 : Increased productivity of smallholder Dairy Farmers																		
IR1.1 Increase in average Volume of milk produced by smallholder farmers	2, 750 liters per annum per farmer				2, 888 liters per annum per farmer	3, 038 liters per annum per farmer	105%	3, 025 liters per annum per farmer	2, 862 liters per annum per farmer	95%	3, 166 liters per annum per farmer			3, 300 liters per annum per farmer			3, 300 liters per annum per farmer	
IR1.2 Increase in average yield of dairy cattle (liters per cow per day)	4.0 Litres per cow per day.				6.0 Litres per cow per day.	4.0 Litres per cow per day.	67%	8.0 Litres per cow per day.	7.8 Litres per cow per day.	97%	9 Litres per cow per day.			10 Litres per cow per day.			10 Litres per cow per day.	
IR1.3 Number of smallholder farmers owning	0				250	204	82%	650	587	91%	900			1,000			1,000	

⁷ ZACA was inadvertently dissolved by USAID hence the warehouse receipt component will no longer be part of the program.

Indicator ⁵	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	LOA Achieved
improved dairy cattle																		
IR1.4 Number of smallholder farmers trained	0				600	775	129%	1,200	1,911	159%	2000			2500			2500	
Intermediate Result 2: Improved Productivity of the Dairy Industry																		
IR2.1. Gross average value of milk sold by Milk Collection Centers	61,300 US\$ per annum per MCC					60,215 US\$ per annum per MCC		85,500 US\$ per annum per MCC	71,244 US\$ per annum per MCC	83%				77,344 US\$ per annum per MCC			77,344 US\$ per annum per MCC	
IR2.2. Average Volume of milk sold by Milk Collection Centers	245,400 Litres per annum per MCC				257,700 Litres per annum per MCC	202,800 Litres per annum per MCC	79%	269,900 Litres per annum per MCC	182,928 Litres per annum per MCC	68%	282,200 Litres per annum per MCC			294,500 Litres per annum per MCC			294,500 Litres per annum per MCC	
IR2.3. Number of smallholder farmers delivering milk to MCCs	600				850	744	88%	1,250	797	64%	1250			1250			1250	

Indicator ⁵	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	LOA Achieved
IR2.4 Volume of milk used by targeted Processors to produce dairy products	(000) 31,908 Litres per annum				10% <i>((000)</i> 35,099 <i>Litres</i> <i>per</i> <i>annum)</i>	21% <i>((000)</i> 38,583 <i>Litres</i> <i>per</i> <i>annum)</i>	210%	20% <i>((000)</i> 38,290 <i>Litres</i> <i>per</i> <i>annum)</i>	26% <i>((000)</i> 40,256 <i>Litres</i> <i>per</i> <i>annum)</i>	130%	25% <i>((000)</i> 39,885 <i>Litres</i> <i>per</i> <i>annum)</i>			30% <i>((000)</i> 41,480 <i>Litres</i> <i>per</i> <i>annum)</i>			30% <i>((000)</i> 41,480 <i>Litres</i> <i>per</i> <i>annum)</i>	
IR2.5 Capacity Utilization of targeted Processors to produce dairy products	26%				29%	32%	110%	31%	33%	106%	32%			34%			34%	
Intermediate Result 3: Improved storage of Non-perishable Commodities⁸																		
IR3.1 Increase in commodity receipts used as collateral	0							35%	47%	130%				n/a			n/a	
IR3.2 Number of smallholder farmers trained	0				2,000	2,133	107%	3,000	3,000	100%	n/a			n/a			n/a	

⁸ The indicators under IR 3 do not have targets for FY4 and FY5 because the ZACA which was implementing the component where these indicators were measured was dissolved by USAID.

Indicator ⁵	Base-line	FY 1 Target	FY 1 Achieved	FY 1 % Achieved vs. Target	FY2 Target	FY2 Achieved	FY2 % Achieved vs. Target	FY3 Target (mid-term)	FY3 Achieved	FY3 % Achieved vs. Target	FY4 Target	FY4 Achieved	FY4 % Achieved vs. Target	FY5 Target	FY5 Achieved	FY5 % Achieved vs. Target	LOA Target	LOA Achieved
IR3.3 Increase in quantity of commodities deposited in certified warehouses by smallholder farmers	0 Mt				5,000 Mt	3,654 Mt	73%	10,000 Mt	17,000Mt	170%	n/a			n/a			n/a	
IR3.4 Number of Warehouses certified	0				3	5	167%	6	5	83%	n/a			n/a			n/a	

APPENDIX 3: SUMMARY OF PROPOSED REVISIONS TO THE 2006 INDICATOR PERFORMANCE TRACKING TABLE (IPTT)

<i>SUMMARY of the proposed revisions to the IPTT submitted as an annex to the 2006 Results Report</i>															
Indicator Number		Indicator Name		Baseline Figure		FY2 Targets		FY3 Targets (Mid-Term)		FY4 Targets		FY5 Targets		LOA Targets	
Old	New	Old	New	Old	New	Old	New	Old	New	Old	New	Old	New	Old	New
GOAL (FFP/SO): REDUCED FOOD INSECURITY AMONG VULNERABLE POPULATIONS															
G1		Number of months of adequate provisioning		6.4 Months	6.4 Months	Not Applicable		9.4 Months	9.4 Months	Not Applicable		11.4 Months	10 Months	11.4 Months	10 Months
G2		Household Dietary Diversity Score		Not Applicable	Not Applicable	Not Applicable		TBD	6.05 (baseline)	Not Applicable		TBD	7	TBD	7
STRATEGIC OBJECTIVES: INCREASED INCOMES FOR SMALLHOLDER FARMERS															
SO 1		Increase in average household income from dairy sales		\$578 per annum per farmer	\$578 per annum per farmer	Not Applicable		\$636 per annum per farmer	\$636 per annum per farmer	Not Applicable		\$694 per annum per farmer			
SO 2		Increase in average household income from warehousing system		0	0	Not Applicable		5%	5%	Not Applicable		Not Applicable	Not Applicable	Not Applicable	Not Applicable
INTERMEDIATE RESULT 1: INCREASED PRODUCTIVITY OF SMALLHOLDER DAIRY FARMERS															
IR.1.1	IR.1.1	Increase in average Volume of milk produced by smallholder farmers		2,750 liters per annum per farmer	2,750 liters per annum per farmer	2,888 liters per annum per farmer	2,888 liters per annum per farmer	3,025 liters per annum per farmer	3,025 liters per annum per farmer	3,166 liters per annum per farmer	3,166 liters per annum per farmer	3,300 liters per annum per farmer			
IR.1.2	IR.1.2	Percent Increase in average yield of dairy cattle (liters per cow per day)		4 Litres per cow per day		6 Litres per cow per day		8 Litres per cow per day		10 Litres per cow per day	9 Litres per cow per day	12 Litres per cow per day	10 Litres per cow per day	12 Litres per cow per day	10 Litres per cow per day
IR.1.3	IR.1.3	Number of smallholder farmers owning		0	0	250		650		900		1,000		1,000	

SUMMARY of the proposed revisions to the IPTT submitted as an annex to the 2006 Results Report

Indicator Number		Indicator Name		Baseline Figure		FY2 Targets		FY3 Targets (Mid-Term)		FY4 Targets		FY5 Targets		LOA Targets	
Old	New	Old	New	Old	New	Old	New	Old	New	Old	New	Old	New	Old	New
		improved dairy cattle													
IR1.4	IR1.4	Number of smallholder farmers trained		0	0	600		1,200		2,867	2,000	3,824	2,500	3,824	2,500
INTERMEDIATE RESULT 2: IMPROVED PRODUCTIVITY OF DAIRY INDUSTRY															
IR2.1	IR2.1	Gross average value of milk sold by Milk Collection Centers		US\$ 61, 300 per annum per MCC		Not Applicable		US\$ 85, 500 per annum per MCC		Not Applicable		US\$ 93, 000 per annum per MCC	US\$ 77, 344 per annum per MCC	US\$ 93, 000 per annum per MCC	US\$ 77, 344 per annum per MCC
IR2.2	IR2.2	Average Volume of Milk Sold by Milk Collection Centres		245, 400 litres per annum per MCC		257, 700 litres per annum per MCC		269, 900 litres per annum per MCC		282, 200 litres per annum per MCC		294, 500 litres per annum per MCC		294, 500 litres per annum per MCC	
IR2.3	IR2.3	Number of smallholder farmers delivering milk to MCCs		600		850		1250		1500	1250	1600	1250	1600	1250
IR2.4	IR2.4	Volume of milk used by targeted processors to produce dairy products		31,908,000 litres per annum		35,099,000 litres per annum		38,290,000 litres per annum		39,885,000 litres per annum		41,480,000 litres per annum		41,480,000 litres per annum	
IR2.5	IR2.5	Capacity Utilization of targeted processors to produce dairy products		26%		29%		31%		32%		34%		34%	
INTERMEDIATE RESULT 3: IMPROVED STORAGE OF NON-PERISHABLE COMMODITIES															
IR3.1	IR3.1	Increase in commodity receipts used as collateral		0		Not Applicable		35%		Not Applicable		Not Applicable		Not Applicable	
IR3.2	IR3.2	Number of smallholder		0		2,000		3,000		Not Applicable		Not Applicable		Not Applicable	

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Indicator Number		Indicator Name		Baseline Figure		FY2 Targets		FY3 Targets (Mid-Term)		FY4 Targets		FY5 Targets		LOA Targets	
Old	New	Old	New	Old	New	Old	New	Old	New	Old	New	Old	New	Old	New
		farmers trained													
IR3.3	IR3.3	Increase in quantity of commodities deposited in certified warehouses by smallholder farmers		0MT		5,000MT		10,000MT		Not Applicable		Not Applicable		Not Applicable	
IR3.4	IR3.4	Number of Warehouses certified		0		3		6		Not Applicable		Not Applicable		Not Applicable	