

MARKETS

Revised GFSR Performance Monitoring Plan

August 2009



August 06, 2009

This document was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc.

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I. INTRODUCTION

This version of the USAID/MARKETS Performance Management Plan (PMP) is a revision previously submitted PMP in August 2007. Under this revised version, USAID/MARKETS monitoring and evaluation systems have incorporated additional activities undertaken to support the GFSR work plan submitted in early June of 2009.

The PMP serves as a tool for gauging progress against planned activities. It includes a **new results framework** to depict the expected program results and corresponding indicators to track performance. Many indicators, particularly in *Program Area 1: Increasing Agricultural Productivity*, correspond directly to indicators in the previous MARKETS PMP and the mission's operational plan. For new program areas however, MARKETS partners have proposed additional indicators which are included in the results framework and detailed PMP table. Other changes can be summarized as follows:

Increased contractual targets. The following table presents proposed new contractual targets. These targets are based on assumptions and data collection methodologies presented below. It should be further noted that MARKETS no longer reports on one contract indicator, *Amount of fertilizer sold by the private sector* as agreed with the COTR during Q3FY'08. Due to government's intervention in the fertilizer sector, it was determined that this indicator lies outside of the project's manageable interest. (This indicator however has not yet been removed from the contract, and awaits a formal request from the USAID MARKETS team).

Indicator	Current Contractual Target	Proposed LOP Target
Clients networked	500,000	1,200,00
No of new jobs	100,000	160,000
Revenue (\$) million	\$200	\$260
Financing for clients(\$ million)	\$30	\$57
Increased productivity	100%	100%
Volume Processed	30%	30%

Note: The last two indicators are quality indicators: that is, as more farmers are networked into the program, the % increase in both productivity and volume process remains the same. We therefore propose to maintain our level of quality as the program increases scale.

Increased LOP Targets for Program Area 1. These have increased substantially, as per the table above. Prior to the launch of GFSR, MARKETS had provided assistance to farmers and agro-processors for three cropping seasons and was scheduled to continue operations for one additional season. With the inclusion of the GFSR program, MARKETS activities have ramped up significantly, and the program was extended to allow for data collection from the

2010 cropping season. Based on this, the MARKETS team has proposed new targets for key indicators that more accurately reflect anticipated life of project results.

New Indicators for Program Areas 2 and 3. To reflect new activities in agriculture policy support and transport, these new indicators were developed with our implementing partners to provide manageable benchmarks to determine progress towards overall program goals.

Revised collection methodologies. Additional attention has been given to data collection methodologies to better capture program impact, for two indicators in particular:

PO 1.1 Number of Clients Networked – MARKETS has to-date been reporting only on directly networked clients which have been organized as part of outgrowers schemes or linked to credit through microfinance partners. Moving forward, MARKETS will expand the M&E collection system and report on all clients receiving MARKETS support through our partners as well as those direct beneficiaries. This newly captured impact includes beneficiaries receiving microloans, those receiving training / NAEC, non-networked farmers adopting MARKETS technologies, and those benefiting from agrodealers and input suppliers.

PO 1.2 Number of New Jobs. The definition for this indicator – which has not changed – includes both on-farm and off-farm labor, and requires employment for at least two weeks. While off-farm labor is more easily documented by employment records, on-farm labor has been a challenge. MARKETS therefore has updated the data collection methodology and will use surveys and/or existing project records to calculate the number of new on-farm jobs that have resulted from MARKETS intervention. Increases in the number of jobs have resulted from both a return to the farm and by increased productivity, and although these jobs are informal, the impact for target communities in terms of wages is significant. We therefore estimate a substantial increase in this indicator's target.

Details on these and other indicators can be found in the indicator reference sheets in Section IV of this document.

II. MARKETS/GFSR PROGRAM RESULTS FRAMEWORK

Program Objective: Improved Sustainable Food Security for Nigeria.

PO 1.1: Number of clients networked into MARKETS.

PO.1.2: Number of new jobs created

PO.1.3: Amount of revenue generated

PO.1.4: Net Income generated by producer groups.

Program Area 1: Increasing Agricultural Productivity.

PA 1.1: Increased productivity of selected commodities.

Key Result 1.1: Improved Access to Science and Technology.

KR1.1.1: Number of technologies management practices under field testing as a result of USG assistance.

KR.1.1.2: Number of new technologies or management practices made available for transfer as a result of USG assistance.

KR.1.1.3: Number of farmers, processors, and others who have adopted new technologies or management producers as a result of USG assistance.

Key Result 1.2: Enhanced Resource Mgt & Irrigation

KR1.2.1: Number of additional hectares under improved technologies or management practices as a result of USG.

KR.1.2.2: Number of individual who have received short term agricultural sector productivity training with USG assistance (Disaggregated by Gender)

KR.1.2.3: Number of producer associations, trade and business associations, and commodity based organizations (CBO) assisted as a result of USG intervention.

Key Result 1.3: Strengthened Agro processing Capacity

KR1.3.1: Percentage change in value of purchases from smallholders of targeted commodities.

KR1.3.2: Volume of value added commodities and products.

KR1.3.3: Value of value added commodities and products.

KR1.3.4: Number of people trained on private sector development training.

Program Area 2: Reducing Trade, Transport, and Supply Chain Bottlenecks.

PA2.1: Change in volume of bulk commodities processed into value added products.

PA2.2: Number of public-private partnership established as a result of USG assistance.

Key Result 2.1: Streamlined Transport Corridors.

KR2.1.1: Analysis of transport corridor conducted.

KR2.1.2: Stages for the establishment of a corridor management group completed.

KR 2.1.3: Number of corridor improvement Projects prepared.

Key Result 2.2: Improved Trade Policy and Institutional standard.

KR2.2.1: Stages completed in drafting NCS service act in accordance with international standards.

KR2.2.2: Number of trade & transport policy interventions conducted.

KR2.2.3: Number of institutional capacity activities conducted.

Program Area 3: Promoting Sound Market Based Principles.

PA3.1: Number of agricultural-related firms that benefiting directly from USG supported interventions.

PA 3.2: Increased expenditures and investments in the agricultural sector.

Key Result 3.1: Increased Capacity of National and Regional Organizations.

KR 3.1.1: Number of individuals whose policy research capabilities have improved.

KR 3.1.2: Number of sound policies identified for agricultural input sector.

Key Result 3.2: Improved Food and Trade Policy.

KR 3.2.1: Number of country-owned agricultural strategies developed

KR 3.2.2: Number of policy briefs and papers produced and disseminated.

Cross-Cutting Result 4.0: Increased Access to Capital Investment.

CCR4.1: Amount of credit leveraged for clients.

CCR4.2: Number of banks and MFI loans facilitated for clients

CCR4.3: Number of wholesales loans facilitated.

PERFORMANCE MONITORING PLAN

S/N	Indicators	Indicator Code	Unit of Measure	LOP Targets	Cumulative Actual (Oct 05 - Sept 08)	MARKETS/IITA/WARDA/MC/WASA		IFDC		IFPRI		Nathan		Total	Total
						2009	2010	2009	2010	2009	2010	2009	2010	2009	2010
13	Volume of value-added commodities and products	KR1.3.2	MT	145,000	45,742.63	40,000	60,000	-	-	-	-	-	-	40,000	60,000
14	Value of value-added commodities and products	KR1.3.3	Million USD	145	44.479	40	60	-	-	-	-	-	-	40	60
15	Number of people trained on private sector development training	KR1.3.4	#	235,000	35,124	100,000	100,000	300	600					100,300	100,600
16	Change in volume of bulk commodities processed into value added products	PA2.1	%	30	45.6	-	-	-	-	-	-	-	-	30	30
17	Number of public-private partnerships established as a result of USG assistance	PA2.2	#	15	5	7	5	2	-	-	-	-	-	9	5
18	Analysis of transport corridor conducted	KR2.1.1	#	1	-	-	-	-	-	-	-	-	1	1	0
19	Stages for the establishment of a corridor management group completed.	KR2.1.2	#	5	-	-	-	-	-	-	-	1	4	1	4
20	Number of corridor improvement projects prepared	KR2.1.3	#	3	-	-	-	-	-	-	-	-	3	0	3
21	Stages completed in drafting a NCS service act in accordance with international standards.	KR2.2.1	#	4	-	-	-	-	-	-	-	2	2	2	2
22	Number of trade and transport policy interventions conducted	KR2.2.2	#	3	-	-	-	-	-	-	-	1	2	1	2
23	Number of institutional capacity activities conducted	KR2.2.3	#	10	-	-	-	-	-	-	-	4	6	4	6
24	Number of agricultural-related firms that benefiting directly from USG supported interventions	PA3.1	#	98	43	25	30	3	4	-	-	-	-	28	34
25	Increased expenditures and investments in the agricultural sector	PA3.2	%	TBD	-	-	-	-	-	TBD	TBD	-	-	TBD	TBD
26	Number of individuals whose policy research capabilities have improved	KR3.1.1	#	13	-	-	-	-	-	-	13	-	-	0	13
27	Number of sound policies identified for agricultural input sector	KR3.1.2	#	7	-	-	-	-	-	1	6	-	-	1	6
28	Number of country-owned agricultural strategies developed	KR3.2.1	#	1	-	-	-	-	-	-	1	-	-	0	1
29	Number of policy briefs and papers produced and disseminated	KR3.2.2	#	10	-	-	-	-	-	2	8	-	-	2	8
30	Amount of credit leveraged for clients	CCR4.1	Million USD	57.0	30.211	12	15	-	-	-	-	-	-	12	15
31	Number of banks and MFI loans facilitated for clients	CCR4.2	#	180,000	143,858	18,000	18,000	-	-	-	-	-	-	18,000	18,000
32	Number of wholesales loans facilitated	CCR4.3	#	14	12	1	1	-	-	-	-	-	-	1	1

III. PERFORMANCE MANAGEMENT PLAN (PMP) FOR MARKETS/GFSR PROGRAM

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
Program Objective 1: Improved Sustainable Food Security for Nigeria.							
PO 1.1: Number of clients networked into MARKETS	Definition: Number of persons—small scale producers, micro-entrepreneurs, traders, and others involved in the market chain, assisted directly by MARKETS or linked to MARKETS via a single degree of separation Unit of Measurement: Number, disaggregated by M/F/T/Y	MARKETS field records	Records of assisted firms/enterprises	Quarterly	COTR	Quarterly	MD/TSD/BP O Mgr./M&E Specialist
PO 1.2: Number of new jobs Created	Definition: This is a count of the full time jobs (in excess of 2 weeks) generated by USAID-assisted partners within the reporting period. This includes both paid jobs and self-employment in micro-enterprises. The total number of on-farm, off-farm and non-farm full time jobs in excess of 2 weeks created as a result of MARKETS assistance. Youth is defined as a person aged 18- 30 old. Unit of Measurement: Number (disaggregated by gender/youth/State/Paid vs. self employed) Number disaggregated by M/F/T/Y	MARKETS field records and employment surveys.	Records of assisted firms/enterprises and employment surveys.	Quarterly	COTR	Quarterly	MD/TSD/BP O Mgr./M&E Specialist

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
PO 1.3: Amount of gross revenue generated	Definition: Gross revenue of selected agricultural commodities, products, and services at the last point of the market chain, received by on- and off-farm enterprises assisted by MARKETS. Unit of Measurement: US dollar or Naira, disaggregated by commodity/location	Client firms/ enterprises	Records of assisted firms/ enterprises	Quarterly	COTR	Quarterly	MD/BSD/BPO Mgr./M&E Specialist
PO 1.4: Net Income generated by producer groups	Definition: Net Income is defined as the gross revenue generated from sales of selected agricultural and natural resources, commodities and products by USAID customers minus the operational costs. Unit of Measurement: US dollar or Naira, disaggregated by commodity/location	Client firms/ enterprises	Records of assisted firms/ enterprises	Quarterly	COTR	Quarterly	MD/BSD/BPO Mgr./M&E Specialist
Program Area 1: Increasing Agricultural Productivity.							
PA 1.1: Increased Productivity of selected commodities	Definition: Change in production per unit of land or animal, depending on commodity. Unit of Measurement: Metric ton per hectare or liter per cow, disaggregated by commodity/location	MARKETS field records	Survey and Records of assisted firms/ enterprises	Quarterly	COTR	Quarterly	MD/TSD/ BPO Mgr/ M&E Specialist

MAXIMIZING AGRICULTURAL REVENUE AND KEY ENTERPRISES IN TARGETED SITES

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
Key Result 1.1: Improved Access to Science and Technology.							
KR 1.1.1: Number of technologies or management practices under field testing as a result of USG assistance.	Definition: This is a count of agricultural technologies under field testing before it is made available to farmers, agro businesses enterprises and producer associations by USAID assisted partners. Agricultural technologies include any equipment, machinery, practice inputs (like seed) or methods used in the planting, cultivation, harvesting, sorting, processing/transforming, or packaging of agricultural commodities. Technologies are introduced when they are brought to the attention of the end users (farmers, and agro enterprises) through extension services agents, business development services, training programs, workshops, or seminars. Introduction here would also include the importation of a new agricultural technology production input) form another country as well as the distribution of such technologies. Unit of Measurement: Number	Client firms/ enterprises	Records of assisted firms/enterprises	Quarterly	COTR	Quarterly	MD/BSD/BPO Mgr./M&E Specialist
KR 1.1.2: Number of new	Definition: This is a count of agricultural technologies were made available to farmers, agro businesses enterprises and producer associations by	MARKETS field records	Survey and Records of assisted firms/	Quarterly	COTR	Quarterly	MD/TSD/MIS/BPO Mgr./M&E

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
technologies or management practices made available for transfer as a result of USG assistance.	<p>USAID assisted partners. Agricultural technologies include any equipment, machinery, practice inputs (like seed) or methods used in the planting, cultivation, harvesting, sorting, processing/transforming, or packaging of agricultural commodities. Technologies are introduced when they are brought to the attention of the end users (farmers, and agro enterprises) through extension services agents, business development services, training programs, workshops, or seminars. Introduction here would also include the importation of a new agricultural technology production input) from another country as well as the distribution of such technologies.</p> <p>Unit of Measurement: Number</p>		enterprises				Specialist
KR1.1.3: Number of farmers, processors, and other who have adopted new technologies or management practices as a result of USG assistance.	<p>Definition: Number of improved technologies and/ or management practices (management practices, tenure arrangements and administrative systems such as water users associations, etc.) that have been adopted and put under continuous use by farmers and agro-processors.</p> <p>Unit of measurement: Number</p>	MARKETS field records	Survey and Records of assisted firms/ enterprises	Quarterly	COTR	Quarterly	MD/TSD/MIS/BPO Mgr./M&E Specialist
Key Result 1.2: Enhanced Resource Management & Irrigation.							
KR 1.2.1: Number of additional hectares under improved technologies or management	<p>Definition: Number of hectares brought under improved technologies and/ or management practices in this year (includes management practices, tenure arrangements and administrative systems such as water users associations, etc.).</p> <p>Unit of measurement: Number of Hectares.</p>	MARKETS field records	Survey and Records of assisted firms/ enterprises	Quarterly	COTR	Quarterly	MD/TSD/MIS/BPO Mgr./M&E Specialist

MAXIMIZING AGRICULTURAL REVENUE AND KEY ENTERPRISES IN TARGETED SITES

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
practices as a result of USG assistance							
KR 1. 2.2: Number of individuals who have received short term agricultural sector productivity training with USG assistance (Sex Disaggregated)	Definition: Number of persons that have been trained on the use of improved technologies and/ or management practices (includes management practices, tenure arrangements and administrative systems such as water users associations, etc.). Unit of measurement: Number.	MARKETS Database	Survey and records of assisted firms / enterprises	Annually	COTR	Annually	MD/ BSD/ BPO/ Mgr. /M&E Specialist
KR1.2.3: Number of producers organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	Definition: Organizations assisted are those that are engaged with a project activity and either already have shown benefit from the activity (as measured by any of the types) or have a high likelihood of gaining one of those benefits due to their significant level of engagement with the project. "Organizations assisted" does not include those merely contacted or touched by an activity through brief attendance at a meeting or gathering by one or more employees. Operating units should require of each implementing partner a written explanation for why those included in the partner's estimates of beneficiaries belong there. Organizations whose primary purpose is to serve women are not included, because they are counted in a separate indicator. In some cases, producer associations or other organizations operate firms. In these cases both entities could be counted (under organizations assisted and under firms	MARKETS Database	Survey and records of assisted firms / enterprises	Annually	COTR	Annually	MD/ BSD/ BPO/ Mgr. /M&E Specialist

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
	<p>assisted) if both the organization and the firm receive appropriate (presumably different) types of assistance.</p> <p>Unit of measure: Number of organizations/ associations</p>						
Key Result 1.3: Strengthened Agro Processing Capacity.							
KR1.3.1: Percentage change in value of purchases from smallholders of targeted commodities	<p>Definition: This indicator measures the percentage change of sales of commodities and products produced by. Sales of inputs by the assisted input dealers such as fertilizers are also included.</p> <p>Unit of Measurement: Annual cumulative percentage from commodity sales figure of the producer group.</p>	MARKETS Database	Survey and records of assisted firms / enterprises	Annually	COTR	Annually	MD/ BSD/ BPO/ Mgr. /M&E Specialist
KR1. 3.2: Volume of value-added commodities and products	<p>Definition: The total volume of (value-added) commodities produced by enterprises assisted by MARKETS. A value-added product is one where the commodity has been transformed in such a way that consumers are willing to pay a higher price for the product.</p> <p>Unit of Measurement: Metric ton or liter, disaggregated by commodity/location.</p>	Client firms/ enterprises	Records of assisted firms/enterprises	Quarterly	COTR	Quarterly	MD/BSD/BP O Mgr./M&E specialist
KR1.3.3: Value of value-added commodities and products	<p>Definition: The total value of (value-added) commodities produced by enterprise assisted by MARKETS. A value-added product is one where the commodity has been transformed in such a way that consumers are willing to pay a higher price for the product.</p> <p>Unit of Measurement: US dollar or Naira, disaggregated by commodity/location</p>	Client firms/ enterprises	Records of assisted firms/enterprises	Quarterly	COTR	Quarterly	MD/BSD/BP O Mgr./M&E Specialists

MAXIMIZING AGRICULTURAL REVENUE AND KEY ENTERPRISES IN TARGETED SITES

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
KR1.3.4: Number of people trained on private sector growth training	Definition: Total number of people trained for enhanced management and business development skills. Unit of Measurement: Number, disaggregated by M/F/T/Y	Client firms/ enterprises	Records of assisted firms/enterprises	Quarterly	COTR	Quarterly	MD/TSD/BPO Mgr./M&E Specialist
Program Area 2: Reducing Trade, Transport, and Supply Chain Bottlenecks.							
PA2.1: Change in volume of bulk commodities processed into value-added products	Definition: Change in volume of bulk (raw) commodities that are processed into value-added products by MARKETS clients. A value-added product is one where the commodity has been transformed in such a way that consumers are willing to pay a higher price for the product. Unit of Measurement: Metric ton or liter, and percentage change disaggregated by commodity/location	Client firms/ enterprises	Records of assisted firms/enterprises	Quarterly	COTR	Quarterly	MD/BSD/BPO Mgr./M&E Specialist
PA2.2: Number of public-private partnerships established as a result of USG assistance	Definition: Public entities include: the USG, developed country governments, multilateral development institutions, national governments of developing countries, and universities or other arms of national governments. For-profit enterprises and non-governments organizations (NGOs) are considered private. A partnership is considered formed when there is a clear agreement, usually written, to work together to achieve a common objective. There must be either a cash or in-kind significant contribution to the effort by both the public and the private entity. An operating unit or an implementing mechanism may form more than one partnership with the same entity, but this likely to be rare. In counting partnerships we are not counting transactions with	Project documents.	Survey and Records of assisted firms /enterprises	Quarterly	COTR	Quarterly	MD/BSD/BPO Mgr./M&E Specialist

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
	a partner entity; we are counting the number of partnerships formed. Unit of measure: Number of partnerships						
Key Result 2.1: Streamlined Transport Corridors.							
KR2.1.1: Analysis of transport corridor conducted	Definition: The FastPath model, a computerized toolbox and process for assessing logistics and transport performance along the corridor, will be utilized. Basic cost, time and reliability factors will be measured. This is a milestone indicator made up of a number of steps: <ol style="list-style-type: none"> 1. Training seminar on FastPath methodology and approach conducted 2. Initial stakeholder consultations conducted prior to physical corridor inspection 3. General diagnostic of Lagos-Jibiya corridor, including a physical examination of the corridor 4. Identification of bottlenecks and major impediments to corridor efficiency 5. Stakeholder seminar conducted to validate initial corridor diagnostic and performance assessment 6. Development of detailed computerized "base case" scenario for the corridor, assigning logistics scores for all significant nodes and links of the corridor 7. Identification and screening of potential interventions, i.e., "alternative scenarios" 8. Generation of "preferred scenario" master plan Stakeholder workshop to discuss FastPath results and establish consensus for the preferred scenario Unit of Measurement: Milestone	Nathan Associates records record and project documentation.	Assessment of briefs, workshop/seminar documentation, and 'step' deliverables as indicated in the KR definitions.	Milestone	COTR	Milestone	TTC Team Leader

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
<p>KR2.1.2: Stages for the establishment of a corridor management group completed</p>	<p>Definition: Milestone indicator consisting of stages contributing to the finalization of a CMG work plan. This includes the mobilization of relevant stakeholders, both public and private, as a precursor to the eventual establishment of a Lagos-Niger corridor management system. Stages include:</p> <ol style="list-style-type: none"> 1. Review corridor management best practices in ECOWAS, SADC and COMESA and prepare a corridor governance options paper for Lagos-Niger corridor stakeholders 2. Conduct corridor management workshop for select Lagos-Niger corridor stakeholders, where governance approaches are discussed 3. Design corridor management framework, refine the approach through stakeholder consultations and/or seminar 4. Prepare MoU and Work Plan (including performance indicators) for CMG developed, based on stakeholder consultations and FastPath "preferred scenario" <p>Seminar conducted for final CMG work plan</p> <p>Unit of Measurement: Milestone</p>	<p>Nathan Associates records and project documentation.</p>	<p>Review of project deliverables</p>	<p>Quarterly</p>	<p>COTR</p>	<p>Quarterly</p>	<p>TTC Team Leader</p>
<p>KR2.1.3: Number of corridor improvement projects prepared.</p>	<p>Definition(s): Total number of corridor improvement projects and logistical interventions developed in collaboration with stakeholders. This includes public and private organizations with a stake in efficient transport and logistics along the Lagos – Jibiya transportation corridor.</p> <p>Unit of Measurement: Number</p>	<p>Nathan Associates records and project documentation.</p>	<p>Correspondence with relevant stakeholders; (both public & private sectors) and proposal dissemination.</p>	<p>Annually</p>	<p>COTR</p>	<p>Annually</p>	<p>TTC Team Leader</p>

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
Key Result 2.2: Improved Trade policy and Institutional Standard.							
KR2.2.1: Stages completed in drafting NCS service act in accordance with international standards.	Definition: Milestone indicator documenting work undertaken in revising Nigeria's Customs and Excise Management Act (CEMA) in line with international best practices (Revised Kyoto convention and SAFE Framework of Standards) through the following stages: 1. Completed situational and gap analysis 2. Training workshop on international best practices 3. Establishment of redraft oversight committee 4. Presentation of annotated CEMA draft presented to relevant Ministry and/or Task Force Unit of Measurement: Milestone	Nathan Associates records and project documentation.	Records of project deliverables	Various (milestone)	COTR	Various (Milestone)	TTC Team Leader
KR2.2.2: Number of trade and transport policy interventions conducted.	Definition: Total number of trade related policy activities conducted by the project team for use by relevant stakeholders that includes seminars/workshops, studies, assessments and reports on specific interventions. Proposals for streamlining or obtaining private sector input into specific trade, transport and customs processes may also be included. Unit of Measurement: Number	Nathan Associates records and project documentation.	Review of reports, briefs and papers	Quarterly	COTR	Quarterly	TTC Team Leader
KR2.2.3: Number of institutional capacity building activities conducted.	Definition: Number of distinct capacity building activities, related to standards, trade and trade policy, conducted with government and other stakeholders Unit of Measurement: Number	MARKETS records.	Review of training reports	Quarterly	COTR	Quarterly	TTC Team Leader
Program Area 3: Promoting Sound Market Based Principles.							

MAXIMIZING AGRICULTURAL REVENUE AND KEY ENTERPRISES IN TARGETED SITES

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
<p>PA3.1: Number of agriculture-related firms benefiting directly from USG supported interventions</p>	<p>Definition: An enterprise is a beneficiary if it is engaged with a project activity and either already has shown benefit from the activity or has a high likelihood of gaining one of those benefits due to its significant level of engagement with the project.</p> <p>Benefiting firms do not include those merely contacted or touched by an activity through brief attendance at a meeting or gathering.</p> <p>The definition of agriculture is a food, feed, and fiber system stretching from input supply and production through marketing and processing to domestic consumption and exports. Food and non-food crops, livestock products, fisheries, agro-forestry, and natural resource-based products are included.</p> <p>Benefiting firms include those whose employees receive training. In some cases, producers associations or other organizations operate firms. In these cases both entities could be counted (under organizations assisted and under firms assisted) if both the organization and the firm receive appropriate (presumably different) types of assistance. Regional organizations sometimes work with private firms as both partners and beneficiaries; when this is the case, these firms should be counted in both categories.</p> <p>Unit of measure: Number of firms</p>	MARKETS Database	Survey and records of assisted firms / enterprises	Annually	CTOR	Annually	MD/ BSD/ BPO/ Mgr. /M&E Specialist
<p>PA 3.2: Increased expenditures and investments in the agricultural sector</p>	<p>Definition: Public expenditures in the sector by the government through its budget and by donors through various projects that may not be included in the government's budget. The agriculture sector is defined by the COFOG definition, which defines agriculture as comprising of crops and livestock, fisheries, forestry, and natural resource management, including agricultural research,</p>	Government and donors	Survey and government budgets	Annually	COTR	Annually	IFPRI PL and PC

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
	<p>agricultural extension services and training, agricultural marketing, agricultural inputs (such as seeds, fertilizers, and chemicals), irrigation, and rural infrastructure (such as marketing information systems, post-harvest facilities).</p> <p>Unit of measure: Percent change in real Naira budget allocations.</p>						
Key Result 3.1: Increased Capacity of National and Regional Organizations.							
KR 3.1.1: Number of Individuals whose policy research capabilities have improved	<p>Definition: Persons whose capabilities in doing policy research has been enhanced through collaboration with IFPRI researchers. It will include only those that have done significant work to be included as coauthors of final documents and or background papers.</p> <p>Unit of measure: Number of persons who have benefited</p>	Collaborator contracts and briefs/papers/ reports	Review of reports, briefs, and papers	Annually	COTR	Annually	IFPRI PL and PC
KR 3.1.2: Number of sound policies identified for agricultural input sector.	<p>Definition: Policies/strategies are reports or briefs that contain a set of findings and recommendations relating to a particular input sector. A strategy/ policy will be considered to be sound when it meets the following conditions: 1) it is based on peer reviewed research, 2) the recommendations are context specific, and 3) research and policy development has involved inputs from stakeholders at various stages.</p> <p>Unit of measure: Number of recommended policies/strategies meeting the above criteria</p>	Briefs/reports /paper	Review of briefs, reports, and papers	Annually	COTR	Annually	IFPRI PL and PC

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
Key Result 3.2: Improved Food and Trade Policy.							
KR 3.2.1: Number of country-owned agricultural strategies developed	Definition: Strategies are a set of actions designed to achieve particular outcomes in the agriculture sector as a whole or in some subsectors. Ownership will meet one or more of the following criteria: 1) accepted by the government as the official policy that guides its action, and 2) accepted by stakeholders in the sector – researchers, key interests, and policymakers -- as useful, achievable and a something that they would like to implement. All the strategies that meet the above criteria in the development of which the project has played a direct role or which are considered to be have been significantly influenced by project outputs would be included. Unit of Measurement: Number of such strategies	Government strategies, statements of acceptance by stakeholders	Review of government documents and stakeholder statements	Quarterly	COTR	Quarterly	IFPRI PL and PC
KR 3.2.2: Number of policy briefs and papers produced and disseminated.	Definition: Research-based briefs are 2-4 page documents that provide a succinct analysis of the situation relating to a sector, sub sector or an issue and suggest strategies to improve the situation. Briefs may be summaries of policy analysis outputs such as reports or primary outputs of analysis. These briefs are supported by in-depth research. Literature-based briefs are 2-4 page documents that describe a situation relating to a sector, sub sector or an issue and suggest strategies to improve the situation based on implementing partners experience, literature, and interviews. These briefs are not based on in-depth research but review of existing literature and interviews. Papers are 20 or more page documents that either provide a review of pertinent literature, methodology, analysis results, recommendations or	Research - based briefs, literature-based briefs, and papers	Review of briefs, reports, and papers	Quarterly	COTR	Quarterly	IFPRI PL and PC

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
	<p>an in-depth review of the sector.</p> <p>Unit of measure: Number that meet the above criteria</p>						
Cross-cutting Result 4.0: Increased Access to Capital Investment.							
<p>CCR4.1: Amount of financial credit leveraged for farmers and agro-processors</p>	<p>Definition: Aggregate value of loans received by MARKETS-assisted producer groups and enterprises. This indicator is to be disaggregated by micro (<N100,000), small (N100,000 – N200,000), medium (N200,000 – N500,000) and big (>N500,000)</p> <p>Unit of Measurement: US dollar or Naira, disaggregated by commodity/location</p>	MARKETS Database	Records of partners/assisted firms/ enterprises	Quarterly	COTR	Quarterly	MD/M&E/Credit Specialists
<p>CCR4.2: Number of bank and MFI loans facilitated for clients.</p>	<p>Definition: Total number of loans facilitated by MARKETS for clients.</p> <p>Unit of Measurement: Number, disaggregated by commodity/location</p>	MARKETS Database	Records of partners/assisted firms/ enterprises	Quarterly	COTR	Quarterly	MD/M&E/Credit Specialists

MAXIMIZING AGRICULTURAL REVENUE AND KEY ENTERPRISES IN TARGETED SITES

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
CCR4.3: Number of wholesale loans facilitated.	Definition: Cumulative number of wholesale loans facilitated for partners NBFIs. Unit of Measurement: Number.	MARKETS Partners/ MFIs	Records of partners/assisted firms / enterprises	Quarterly	COTR	Quarterly	MD/ M&E Specialist

IV. INDICATOR REFERENCE SHEETS

Indicator Reference Sheets are presented below for each project indicator. Full definitions and data collection methodologies are detailed in this section.

Program Objective: Improved Sustainable Food Security for Nigeria			
INDICATOR REFERENCE SHEET			
Indicator Number: 1			
Name of Indicator: PO 1.1: Number of clients networked into MARKETS			
DESCRIPTION			
Precise Definition(s): Number of persons—small scale producers, micro-entrepreneurs, traders, and others involved in the market chain, assisted directly by MARKETS or linked to MARKETS via a single degree of separation			
Unit of Measure: Cumulative number.			
Disaggregated by: Commodity sector, location, gender, and youth.			
Justification & Management Utility: This contractually required indicator measures the reach of the project; the number of lives it touches. It provides information about the potential impact of the project's activities. This indicator is contractually required.			
PLAN FOR DATA ACQUISITION BY MARKETS			
Data collection method: This data will be directly collected from enterprises, producer groups, input networks, and SAF awardees using pre-defined M&E data collection forms. Where data are not directly available, M&E specialist will use random sampling to estimate the total number of clients networked via one degree of separation each fiscal year.			
Method of data acquisition by MARKETS: This data requirement will be specified in MOUs that MARKETS will establish with partner entities. MARKETS staff designated as point persons for the MOUs will be responsible for collecting this data regularly from their respective partners.			
Data Source: Records of enterprises, producer groups, input networks, and SAF awardees, and surveys.			
Frequency and timing of data acquisition: Quarterly.			
Estimated Cost of Data Acquisition: Minimal support from MARKETS staff. This data should be available as part of partners' regular record keeping.			
Individual responsible at MARKETS: MOU point persons.			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: 2009			
Known Data Limitations and Significance (if any): Accuracy and reliability of data at the partner level is vital. Data depends on good record-keeping systems and operations.			
Actions Taken or Planned to Address Data Limitations: The M&E specialist will assess reliability of enterprise and producer group record keeping when establishing the baseline. If required, the M&E specialist will recommend some assistance from the technical team in recording and reporting on this information. SAF manager will assess awardees compliance, with support from M&E specialist.			
Date of Future Data Quality Assessments: 2009			
Procedures for Future Data Quality Assessments: Review data and compare with other related indicators for order of magnitude and trend agreement.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Trend, comparison across sectors, cross-tabulation.			
Presentation of Data: Charts, tables, narrative.			
Review of Data: Quarterly.			
Reporting of Data: Quarterly updates, semi-annual presentations, and annual reports			
OTHER NOTES			
Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.			
Other Notes: This indicator is required under Contract and is one of seven indicators used to indicate project completion. The LOP target is set in the Contract and cannot be changed without prior approval by USAID.			
INDICATOR VALUES			
Year	Target		Notes
2006	31,200		
2007	125,000		
2008	312,000		
2009	870,000		
2010	1,200,000		

Program Objective: Improved Sustainable Food Security for Nigeria.			
INDICATOR REFERENCE SHEET			
Indicator Number: 2			
Name of Indicator: PO 1.2: Number of new jobs created			
DESCRIPTION			
Precise Definition(s): This is a count of number of the full time job (in excess of 2 weeks generated by USAID-assisted partners within the reporting period. This includes both paid jobs and self-employment in micro-enterprises.			
Unit of Measure: Cumulative Number			
Disaggregated by: Commodity sector, location, gender, and youth (defined as 18-30 years old).			
Justification & Management Utility: The availability of jobs is a direct outcome of expanded economic opportunities. Knowledge of the number of jobs will provide management information on who is benefiting and in which areas and sectors. This indicator is contractually required and it is an SO 12 indicator for USAID/Nigeria.			
PLAN FOR DATA ACQUISITION BY MARKETS			
Data collection method: This data is collected directly from MARKETS-assisted producer groups, enterprises, and SAF awardees using M&E data collection forms. For enterprises, SAF awardees, and producer groups, employment data is collected directly from records when possible. Where direct on-farm employment data is not available, the M&E specialist will use random sampling to establish an employment factor for each commodity, estimating the average number of on-farm employment required for the cultivation and harvesting of unit area of land under cultivation. This commodity-specific factor will then be applied to the total area under cultivation for each producer groups, which is a more readily available piece of data.			
Method of data acquisition by MARKETS: This data requirement will be included in MOUs that MARKETS will establish with partner producer groups, enterprises, and SAF awardees. MARKETS BPO staff and specialists designated as point persons for the MOUs will be responsible for collecting this data regularly from their respective partners. SAF manager will collect this information from SAF awardees.			
Data Source: Producer group and agricultural enterprise records; SAF awardees and surveys.			
Frequency and timing of data acquisition: Quarterly.			
Estimated Cost of Data Acquisition: Moderate to high if employment factors are required. These factors will be verified against groups where direct data is available.			
Individual responsible at MARKETS: BPO managers from enterprises; association specialist from producer groups; SAF manager.			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: November 2006			
Known Data Limitations and Significance (if any): Accuracy and reliability of data from partners is vital. Data depends on good record-keeping systems and operations. Employment factor accuracy depends on sample.			
Actions Taken or Planned to Address Data Limitations: M&E assistant will visit each partner to assess their record keeping and data management capabilities, and provide targeted M&E assistance if needed.			
Date of Future Data Quality Assessments: 2009			
Procedures for Future Data Quality Assessments: Reassess effectiveness of record-keeping.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Trend, cross-tabulations.			
Presentation of Data: Charts, tables, narrative.			
Review of Data: Quarterly.			
Reporting of Data: Quarterly updates, semi-annual presentations, and annual reports			
OTHER NOTES			
Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.			
Other Notes: This indicator is required under Contract and is one of seven indicators used to indicate project completion. The LOP target is set in the Contract and cannot be changed without prior approval by USAID.			
INDICATOR VALUES			
Year	Target		NOTES
2006	10,000		
2007	20,000		
2008	45,000		
2009	95,000		
2010	160,000		

Program Objective: Improved Sustainable Food Security for Nigeria.**INDICATOR REFERENCE SHEET****Indicator Number: 3****Name of Indicator: PO 1.3: Amount of gross revenue generated****DESCRIPTION****Precise Definition(s):** Gross revenue of selected agricultural commodities, products, and services at the last point of the market chain, received by on- and off-farm enterprises assisted by MARKETS.**Unit of Measure:** Cumulative US dollar and Naira.**Disaggregated by:** Commodity sector, location, type of entity (producer groups, enterprises).**Justification & Management Utility:** Increases in revenue is a direct measure of expanded economic opportunities. Measuring revenue allows MARKETS to track the sales performance of assisted enterprises. This indicator is contractually required and it is an SO 12 indicator for USAID/Nigeria.**PLAN FOR DATA ACQUISITION BY MARKETS****Data collection method:** This data will be collected directly from MARKETS partners. For producer groups, only final sales are counted, i.e. sales to enterprises for re-sale or processing is removed from total sales.**Method of data acquisition by MARKETS:** This data requirement will be included in MOUs that MARKETS will establish with partner producer groups, enterprises, and SAF awardees. MARKETS BPO staff and specialists designated as point persons for the MOUs will be responsible for collecting this data regularly from their respective partners. SAF manager will collect this information from SAF awardees.**Data Source:** Producer group and agricultural enterprise records; SAF awardees.**Frequency and timing of data acquisition:** Quarterly.**Estimated Cost of Data Acquisition:** Minimal support from MARKETS staff. This data should be available as part of partners' regular record keeping.**Individual responsible at MARKETS:** BPO managers from enterprises; association specialist from producer groups; SAF manager.**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** 2009**Known Data Limitations and Significance (if any):** Accuracy and reliability of data from partners is vital. Data depends on good record-keeping systems and operations. Partners may be reluctant to provide sales figures. Whether this is a limitation will be assessed during baseline collection.**Actions Taken or Planned to Address Data Limitations:** M&E assistant will visit each partner to assess their record keeping and data management capabilities, and provide targeted M&E assistance if needed.**Date of Future Data Quality Assessments:** 2012**Procedures for Future Data Quality Assessments:** Reassess effectiveness of record-keeping.**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** Trend, comparison across sectors.**Presentation of Data:** Charts, tables, narrative.**Review of Data:** Quarterly.**Reporting of Data:** Quarterly updates, semi-annual presentations, and annual reports**OTHER NOTES****Notes on Baselines/Targets:** Baseline established and Targets are set cumulatively.**Other Notes:** This indicator is required under Contract and is one of seven indicators used to indicate project completion. The LOP target is set in the Contract and cannot be changed without prior approval by USAID.**INDICATOR VALUES**

Year	Target	Notes	
2006	\$20M		
2007	\$40M		
2008	\$80M		
2009	\$160M		
2010	\$260M		

Program Objective: Improved Sustainable Food Security for Nigeria.

INDICATOR REFERENCE SHEET

Indicator Number: 4

Name of Indicator: PO 1.4: Income from selected commodities and products.

DESCRIPTION

Precise Definition(s): Income is defined as the gross revenue generated from sales of selected agricultural and natural resources commodities and products by USAID customers minus the operational costs. Each IP to determine its own product-specific cost factor. Sales are as per the PIRS for indicator SO 12.2.3. Sales/Revenue is at the last point in the chain of USAID customers. For crops, data to be measured at farmers level; and for products at enterprises level.

Unit of Measure: Cumulative US dollar and Naira.

Disaggregated by: Commodity sector, location, type of entity (producer groups, enterprises).

Justification & Management Utility: Increases in income is a direct measure of expanded economic opportunities. Measuring income allows MARKETS to track the sales performance of assisted enterprises and the producer group indicator for USAID/Nigeria.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: This data will be collected directly from MARKETS partners. For producer groups, only final sales are counted, i.e. sales to enterprises for re-sale or processing is removed from total sales.

Method of data acquisition by MARKETS: This data requirement will be included in MOUs that MARKETS will establish with partner producer groups, enterprises, and SAF awardees. MARKETS BPO staff and specialists designated as point persons for the MOUs will be responsible for collecting this data regularly from their respective partners. SAF manager will collect this information from SAF awardees.

Data Source: Producer group and agricultural enterprise records.

Frequency and timing of data acquisition: Annually

Estimated Cost of Data Acquisition: Minimal support from MARKETS staff. This data should be available as part of partners' regular record keeping.

Individual responsible at MARKETS: BPO managers from enterprises; association specialist from producer groups; SAF manager.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: November 2008

Known Data Limitations and Significance (if any): Accuracy and reliability of data from partners is vital. Data depends on good record-keeping systems and operations. Partners may be reluctant to provide sales figures.

Actions Taken or Planned to Address Data Limitations: M&E assistant will visit each partner to assess their record keeping and data management capabilities, and provide targeted M&E assistance if needed.

Date of Future Data Quality Assessments: 2011

Procedures for Future Data Quality Assessments: Reassess effectiveness of record-keeping.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Trend, comparison across sectors.

Presentation of Data: Charts, tables, narrative.

Review of Data: Annually.

Reporting of Data: Annual reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes: This indicator is required under Contract and is one of seven indicators used to indicate project completion.

INDICATOR VALUES

Year	Target	Notes
2006	-	
2007	-	
2008	\$45M	
2009	\$65M	
2010	\$85M	

Program Area 1: Increasing Agricultural Productivity.			
INDICATOR REFERENCE SHEET			
Indicator Number: 5			
Name of Indicator: PA 1.1: Change in productivity of selected commodities			
DESCRIPTION			
Precise Definition(s): Change in production per unit of land or animal, depending on commodity.			
Unit of Measure: Metric ton per ha or liter per cow and percentage on cumulative basis			
Disaggregated by: Commodity, location.			
Justification & Management Utility: Producer incomes depend on both the quantity and value of commodities sold. The potential for increased incomes depends in part on increases in productivity. Information on productivity helps MARKETS staff monitor the affect of technical interventions in particular commodities and locations. This indicator is contractually required. It is also a USAID/Nigeria IR 12.1 indicator, as well as an IEHA indicator.			
PLAN FOR DATA ACQUISITION BY MARKETS			
Data collection method: Data will be collected from producer groups and enterprises via M&E data collection forms. Two pieces of data are required: production and area harvested. For producer groups, data comes from members. For enterprises, data comes from outgrowers, if any. Productivity for non-land based commodities, such as dairy, is production per base unit. The indicator is calculated as the percent change between periods.			
Method of data acquisition by MARKETS: This data requirement will be included in MOUs that MARKETS will establish with partner producer groups and enterprises. MARKETS BPO staff and specialists designated as point persons for the MOUs will be responsible for collecting this data regularly from their respective partners.			
Data Source: Producer group and agricultural enterprise records.			
Frequency and timing of data acquisition: Semi-annual (or according to commodity agricultural calendar).			
Estimated Cost of Data Acquisition: Low. Basic data collection will be performed by assisted partners. MARKETS may need to provide initial data collection and M&E training, to be delivered or coordinated by the M&E specialist.			
Individual responsible at MARKETS: Point person assigned to liaise with each partner (BPO staff or the association specialist).			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: When baseline is established with each partner group.			
Known Data Limitations and Significance (if any): Accuracy and reliability of data at the producer group and enterprise level is important. It cannot be assumed that producer groups have attained a level of record-keeping standard that is reliable.			
Actions Taken or Planned to Address Data Limitations: M&E specialist and/or partner point persons will perform an initial assessment of the record keeping systems/capabilities of each partner; this will be done when baseline is collected. MARKETS will provide targeted M&E and record keeping assistance to partners if needed.			
Date of Future Data Quality Assessments: 2010			
Procedures for Future Data Quality Assessments: Re-assessment of record-keeping systems and capabilities.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Trend, comparison across commodities and locations.			
Presentation of Data: Graphs, charts, maps, tables, narratives.			
Review of Data: Data to be review by BPO staff and the association specialist when collected.			
Reporting of Data: Preliminary data to be included in semi-annual reports for appropriate commodities, according to agricultural calendar. Final updated data to be included in annual reports.			
OTHER NOTES			
Notes on Baselines/Targets: Targets are cumulative			
Other Notes: This indicator is required under Contract and is one of seven indicators used to indicate project completion. The LOP target is set in the Contract and cannot be changed without prior approval by USAID.			
INDICATOR VALUES			
Year	Target		Notes
2006	10%		
2007	20%		
2008	40%		
2009	100%		
2010	100%		

Key Result 1.1: Improved Access to Science and Technology.**INDICATOR REFERENCE SHEET****Indicator Number:** 6**Name of Indicator:** KR1.1.1: Number of new technology or management practices under field testing as a result of USG assistance.**DESCRIPTION****Precise Definition(s):** This is a count of agricultural technologies that were under field testing and demonstrations with farmers, agribusiness enterprises and producer association by USAID assisted partners. Agricultural technologies include any equipment, machinery, practice, inputs (like seed) or methods used in the planting, cultivation, harvesting, sorting, processing /transforming, or packaging of agricultural commodities.**Unit of Measure:** Cumulative number.**Disaggregated by:** Commodity sector, location.**Justification & Management Utility:** Improvements in productivity and quality requires the use of appropriate and improved technologies by producers and processors. This is a measure of technologies that are under field testing and demonstrations.**PLAN FOR DATA ACQUISITION BY MARKETS****Data collection method:** MARKETS will be an active party in facilitating deals; this information will be available in project records.**Method of data acquisition by MARKETS:** Directly obtain from project BPO records.**Data Source:** Field records.**Frequency and timing of data acquisition:** Quarterly.**Estimated Cost of Data Acquisition:** Low. This information is generated by MARKETS itself with little to no cost involved.**Individual responsible at MARKETS:** BPO managers.**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** 2007**Known Data Limitations and Significance (if any):** None.**Actions Taken or Planned to Address Data Limitations:** None.**Date of Future Data Quality Assessments:** 2010**Procedures for Future Data Quality Assessments:** Periodic field data quality assessment and comparison with project records.**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** Trend, comparison across commodity sectors and locations.**Presentation of Data:** Tables and narratives.**Review of Data:** Data to be review by BPO staff.**Reporting of Data:** Data to be included in quarterly reports. Aggregate annual data to be included in annual reports.**OTHER NOTES****Notes on Baselines/Targets:** Baseline established and Targets are set cumulatively.**Other Notes:****INDICATOR VALUES**

Year	Target		Notes
2006	-		
2007	-		
2008	-		
2009	20		
2010	38		

Key Result 1.1: Improved Access to Science and Technology.

INDICATOR REFERENCE SHEET

Indicator Number: 7

Name of Indicator: KR1.1.2: Number of new technology or management practices made available for transfer as a result of USG assistance

DESCRIPTION

Precise Definition(s): The number of agricultural technologies made available for transfer through MARKETS and/or BDS providers and/or producer groups, to smallholders or client enterprises. Agricultural technologies include any equipment, machinery, practice, or methods used in the planting, cultivating, harvesting, sorting, processing/transforming, or packaging of agricultural commodities. Some examples are storage technology (pre-cooling), post harvest handling, Good Agronomic Practices (GAP), irrigation etc.

Unit of Measure: Number.

Disaggregated by: Commodity, Type of technology.

Justification & Management Utility: Improvements in productivity and product quality requires the use of appropriate and improved technologies by producers and processors. This is a measure of the availability of these technologies for transfer. This is an OPIN indicator.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: This is measured directly by MARKETS staff tasked to assist and train producer groups and BDS providers in the delivery of services. This is a count of how many agricultural technologies the MARKETS team has transferred to producer groups and BDS providers, hence making them available for further transfer to end-users.

Method of data acquisition by MARKETS: Field records.

Data Source: MARKETS and field partners

Frequency and timing of data acquisition: Quarterly.

Estimated Cost of Data Acquisition: Low; this data is a part of regular record keeping by MARKETS.

Individual responsible at MARKETS: BPO Managers.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2007

Known Data Limitations and Significance (if any): None.

Actions Taken or Planned to Address Data Limitations: None.

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Periodic field data quality assessments and comparison with project records.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: N/A.

Presentation of Data: Tables and narrative.

Review of Data: Quarterly.

Reporting of Data: Quarterly updates, semi-annual presentations, and annual reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2006	-		
2007	-		
2008	14		
2009	25		
2010	38		

Key Result 1.1: Improved Access to Science and Technology.

INDICATOR REFERENCE SHEET

Indicator Number: 8

Name of Indicator: KR1.1.3: Number of farmers, processors, and others who have adopted new technologies or management practices as a result of USG assistance.

DESCRIPTION

Precise Definition(s): Number of smallholders using new technologies; including partial adoption if the main element(s) of the technology is/are now in use and was/were not previously. Agricultural technologies include any equipment, machinery, practice, or methods used in the planting, cultivating, harvesting, sorting, processing, transforming, or packaging of agricultural commodities.

Unit of Measure: Cumulative number.

Disaggregated by: Commodity sector, location, type of technology.

Justification & Management Utility: Improvements in productivity and product quality requires the use of appropriate and improved technologies by producers and processors. This is a measure of the adoption of these technologies by smallholders. This is an OPIN indicator.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Working with producer groups and BDS providers, MARKETS' staff will support the introduction of new technologies and techniques. It will not be possible to assess down to the individual level what the adoption rate is with 100% accuracy. MARKETS will collect data from producer groups and BDS providers on the number of persons trained and conduct periodic samplings to appraise the rate of adoption.

Method of data acquisition by MARKETS: This data requirement will be included in MOUs that MARKETS will establish with producer groups and BDS providers. MARKETS staff designated as point persons for the MOUs will be responsible for collecting this data regularly from their respective partner entities. Data will also be captured via surveys used to determine "copy cat" effect of networked farmers described for indicator 1.

Data Source: Producer group records; BDS provider records.

Frequency and timing of data acquisition: Semi-annual.

Estimated Cost of Data Acquisition: Moderate; support from MARKETS staff. This data requires semi-annual appraisals to be conducted to obtain a random representative sampling of producer group members and BDS training recipients to review adoption rates.

Individual responsible at MARKETS: BPO managers; associations specialist.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: None

Known Data Limitations and Significance (if any): Due to their own resource limitations and/or risk aversion, producers in developing countries often adopt less than a complete package of technology. In these cases it is difficult to determine whether "adoption" has occurred. Despite efforts already made to standardize the definition of adoption, differences in application of the definition may occur.

Actions Taken or Planned to Address Data Limitations: M&E assistant will visit each partner to assess their record keeping and data management capabilities, and provide targeted M&E assistance if needed.

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Reassess effectiveness of record-keeping.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Comparison between commodities.

Presentation of Data: Charts, tables and narratives.

Review of Data: Semi-annually.

Reporting of Data: Semi-annual presentations and annual reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2006	7,500		
2007	10,000		
2008	110,000		
2009	460,000		
2010	590,000		

Key Result 1.2: Enhanced Resource Management & Irrigation.

INDICATOR REFERENCE SHEET

Indicator Number: 9

Name of Indicator: KR1.2.1: Number of additional hectares under improved technologies or management practices as a result of USG.

DESCRIPTION

Precise Definition(s): Sum of areas farmed using at least one improved agronomic practice, e.g. inter-cropping, crop rotation, strip farming, and other sustainable practices in agriculture, dairy and aquaculture. Sustainable practices are defined as practices that enable the area to be used in perpetuity, without losing the productive capacity of the area.

Unit of Measure: Cumulative hectare.

Disaggregated by: Commodity, location.

Justification & Management Utility: Interventions to enhance productivity and product quality should prevent the degradation of land so that future generations have the ability to farm land for income. Measuring area under sustainable management will help to ensure that producer's livelihoods are protected in the future. This is a USAID/Nigeria IR 12.1 indicator.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Data will be collected from producer groups and enterprises on the area farmed by producers and out-growers using at least one sustainable practice.

Method of data acquisition by MARKETS: This data requirement will be included in MOUs that MARKETS will establish with partners. MARKETS staff designated as point persons for the MOUs will be responsible for collecting this data regularly from their respective partner enterprises.

Data Source: Records of enterprises and producer groups.

Frequency and timing of data acquisition: Annual.

Estimated Cost of Data Acquisition: Minimal; support from MARKETS staff. This data should be available as part of partners' regular record keeping.

Individual responsible at MARKETS: The associations' specialist and/or commodity specialists will collect data from producer groups while BPO managers and/or business advisors will collect data from enterprises.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: November 2006

Known Data Limitations and Significance (if any): Accuracy and reliability of data from partners is vital. Data depends on good record-keeping systems and operations.

Actions Taken or Planned to Address Data Limitations: M&E assistant will assess partners' record keeping and data management capabilities, and provide targeted M&E assistance if needed.

Date of Future Data Quality Assessments: 2010.

Procedures for Future Data Quality Assessments: Reassess effectiveness of record-keeping.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Trend, comparison between commodities and locations.

Presentation of Data: Charts, tables, narrative.

Review of Data: Annual.

Reporting of Data: Annual reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2006	-		
2007	-		
2008	21,000 Ha		
2009	36,000 Ha		
2010	40,000 Ha		

Key Result 1.2: Enhanced Resource Management & Irrigation.

INDICATOR REFERENCE SHEET

Indicator Number: 10

Name of Indicator: KR1.2.2: Number of individuals who have received USG supported short term agricultural sector productivity training.

DESCRIPTION

Precise Definition(s): Total number of people trained (using attendance records) in MARKETS organized and sponsored training for producers. Training refers to any organized events, demonstrations, forums, lectures, workshops, or conferences, during which knowledge is exchanged.

Unit of Measure: Cumulative number.

Disaggregated by: Commodity, location, gender and youth.

Justification & Management Utility: Skill and knowledge acquisition is important if Nigerian producers are to increase the quality and quantity of their productions, which will lead to increasing sales. This indicator measures the impact of the project on strengthening the capacity of individual producers. This is an OPIN indicator.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Participants information will be collected at the beginning of every organized MARKETS training event, or events sponsored by MARKETS, via a sign-in form.

Method of data acquisition by MARKETS: Information from training event attendance sheets will be entered into a MARKETS training database. These attendance sheets are managed by MARKETS for project organized events, and by MARKETS clients, e.g. enterprises, producer groups, SAF awardees; for MARKETS-sponsored events.

Data Source: Attendance sheet to be completed by training participants.

Frequency and timing of data acquisition: Ongoing, as events occur.

Estimated Cost of Data Acquisition: Low.

Individual responsible at MARKETS: M&E specialist.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: November 2008

Known Data Limitations and Significance (if any): This uses a proxy for actual people trained as defined, this is a measure of attendance. Nonetheless, if participants failed to sign in, there will be under-counting of participants.

Actions Taken or Planned to Address Data Limitations: MARKETS staff responsible for organizing the event will encourage trainers, moderators, and facilitators to make sure that participants sign in.

Date of Future Data Quality Assessments: 2011

Procedures for Future Data Quality Assessments: Assessing the effectiveness of record keeping.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Cross tabulation.

Presentation of Data: Charts, graphs.

Review of Data: Quarterly.

Reporting of Data: In quarterly reports, semi-annual presentations, and annual progress reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2006	10,375		
2007	15,000		
2008	110,000		
2009	160,000		
2010	200,000		

Key Result 1.2: Enhanced Resource Management & Irrigation.

INDICATOR REFERENCE SHEET

Indicator Number: 11

Name of Indicator: KR1.2.3: Number of producer associations, trade and business associations, and community based organizations (CBO) assisted as a result of USG intervention

DESCRIPTION

Precise Definition(s): The number of producer groups (any grouping of producers, including producer organizations, village groups, marketing groups, or commodity associations, which are providing services to members) that are formally registered and stable in membership (with an average meeting attendance of at least 50% over a three-month period).

Unit of Measure: Cumulative number.

Disaggregated by: Commodities, location.

Justification & Management Utility: By working with sustainable producer groups, MARKETS helps to ensure that the technical assistance and technologies it provides will engender on-going knowledge transfer to members. Measuring the number of sustainable producer groups assisted by MARKETS is one aspect that the project can monitor to learn the progress being made toward improved production practices. This is a USAID/Nigeria IR 12.3 indicator.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: MARKETS will obtain data on meeting attendance of producer group members via data collection forms to be completed by producer groups supported by MARKETS. Percent of members having attended meetings will be used to determine sustainability; together with registration status of the groups.

Method of data acquisition by MARKETS: This data requirement will be included in MOUs that MARKETS will establish with producer groups. MARKETS staff designated as point persons for the MOUs will be responsible for collecting this data regularly from their respective producer groups.

Data Source: Records maintained by producer groups.

Frequency and timing of data acquisition: Semi-annual.

Estimated Cost of Data Acquisition: Minimal; support from MARKETS staff. This data should be available as part of partners' regular record keeping.

Individual responsible at MARKETS: Associations specialist.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: November 2008

Known Data Limitations and Significance (if any): Accuracy and reliability of data from partners is vital. Data depends on good record-keeping systems and operations.

Actions Taken or Planned to Address Data Limitations: M&E assistant will assess partners' record keeping and data management capabilities, and provide targeted M&E assistance if needed.

Date of Future Data Quality Assessments: 2011.

Procedures for Future Data Quality Assessments: Reassess effectiveness of record-keeping.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: N/A.

Presentation of Data: Charts, tables, narrative.

Review of Data: Semi-annual.

Reporting of Data: Semi-annual presentations and annual reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2006	230		
2007	700		
2008	788		
2009	5,500		
2010	5,900		

Key Result 1.3: Strengthened Agro Processing Capacity.**INDICATOR REFERENCE SHEET****Indicator Number:** 12**Name of Indicator:** KR1.3.1: Percentage change in value of purchases from smallholders of targeted commodities**DESCRIPTION****Precise Definition(s):** This indicator measures the percentage changes of sales of commodities and products produced by MARKETS assisted producer groups. Sales of inputs by the assisted input dealers such as fertilizers are also included.**Unit of Measure:** Cumulative number.**Disaggregated by:** Commodities, location.**Justification & Management Utility:** By working with sustainable producer groups, MARKETS helps to ensure that the technical assistance and technologies it provides will engender on-going knowledge transfer to members. Measuring the number of sustainable producer groups assisted by MARKETS is one aspect that the project can monitor to learn the progress being made toward improved production practices. This is a USAID/Nigeria IR 12.3 indicator.**PLAN FOR DATA ACQUISITION BY MARKETS****Data collection method:** MARKETS will obtain data on meeting attendance of producer group members via data collection forms to be completed by producer groups supported by MARKETS. Percent of members having attended meetings will be used to determine sustainability; together with registration status of the groups.**Method of data acquisition by MARKETS:** This data requirement will be included in MOUs that MARKETS will establish with producer groups. MARKETS staff designated as point persons for the MOUs will be responsible for collecting this data regularly from their respective producer groups.**Data Source:** Records maintained by producer groups, assisted enterprises and subcontractors.**Frequency and timing of data acquisition:** Semi-annual.**Estimated Cost of Data Acquisition:** Minimal; support from MARKETS staff. This data should be available as part of partners' regular record keeping.**Individual responsible at MARKETS:** Associations specialist.**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** November 2007**Known Data Limitations and Significance (if any):** Accuracy and reliability of data from partners is vital. Data depends on good record-keeping systems and operations.**Actions Taken or Planned to Address Data Limitations:** M&E assistant will assess partners' record keeping and data management capabilities, and provide targeted M&E assistance if needed.**Date of Future Data Quality Assessments:** 2011**Procedures for Future Data Quality Assessments:** Reassess effectiveness of record-keeping.**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** N/A.**Presentation of Data:** Charts, tables, narrative.**Review of Data:** Semi-annual.**Reporting of Data:** Semi-annual presentations and annual reports.**OTHER NOTES****Notes on Baselines/Targets:** Baseline established and Targets are set cumulatively.**Other Notes:****INDICATOR VALUES**

Year	Target		Notes
2006	-		
2007	-		
2008	-		
2009	-		
2010	80%		

Key Result 1.3: Strengthened Agro Processing Capacity.

INDICATOR REFERENCE SHEET

Indicator Number: 13

Name of Indicator: KR1.3.2: Volume of value-added commodities and products produced

DESCRIPTION

Precise Definition(s): The total amount of value-added commodities produced by enterprises assisted by MARKETS. A value-added product is one where the commodity has been transformed in such a way that consumers are willing to pay a higher price for the product.

Unit of Measure: Metric ton (MT).

Disaggregated by: Commodity sector, location.

Justification & Management Utility: Value-added products generate more revenue than bulk commodities. Adding value through transformation is important for expanding economic opportunities. This indicator measures the amount of processed goods produced and reflects on the impact of assistance to agro-processors. This is a USAID/Nigeria IR 12.2 indicator.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: MARKETS will collect data on the volume of bulk commodities processed into value-added products and the volume and value of goods produced, from assisted agro-processing enterprises and other enterprises engaging in value-addition to commodities, using a MARKETS-supplied data collection form.

Method of data acquisition by MARKETS: This data requirement will be included in MOUs that MARKETS will establish with partner agro-processing enterprises. MARKETS BPO staff designated as point persons for the MOUs will be responsible for collecting this data regularly from their respective partner enterprises.

Data Source: Agro-processing enterprise records.

Frequency and timing of data acquisition: Quarterly.

Estimated Cost of Data Acquisition: Minimal support from MARKETS technical staff and the M&E specialist. This data should be available as part of regular record keeping by agro-processing enterprises.

Individual responsible at MARKETS: BPO staff; agro-processing specialist.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2009

Known Data Limitations and Significance (if any): Accuracy and reliability of data at the processor level is vital. Data depends on good record-keeping systems and operations.

Actions Taken or Planned to Address Data Limitations: The M&E specialist will assess reliability of processor record keeping when establishing the baseline. If required, the M&E specialist will recommend some assistance from the technical team in recording and reporting on this information.

Date of Future Data Quality Assessments: 2012

Procedures for Future Data Quality Assessments: Review data and agro-processor records, compare with historic data and sales records if available.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Trend, comparison with other commodities.

Presentation of Data: Charts, graphs, tables, narrative.

Review of Data: Quarterly.

Reporting of Data: In quarterly reports, semi-annual presentations, and annual progress reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2006	16,045Mt		
2007	25,000Mt		
2008	30,000Mt		
2009	85,000Mt		
2010	145,000Mt		

Key Result 1.3: Strengthened Agro Processing Capacity.

INDICATOR REFERENCE SHEET

Indicator Number: 14

Name of Indicator: KR1.3.3: Value of value-added commodities and products

DESCRIPTION

Precise Definition(s): The total value of value-added commodities produced by enterprise assisted by MARKETS. A value-added product is one where the commodity has been transformed in such a way that consumers are willing to pay a higher price for the product.

Unit of Measure: Cumulative US dollar and Naira.

Disaggregated by: Commodity sector, location.

Justification & Management Utility: Value-added products generate more revenue than bulk commodities. Adding value through transformation is important for expanding economic opportunities. This indicator measures the value of processed products and reflects on the impact of assistance to agro-processors. This is a USAID/Nigeria IR 12.2 indicator.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: MARKETS will collect data on the volume of bulk commodities processed into value-added products and the volume and value of goods produced, from assisted agro-processing enterprises and other enterprises engaging in value-addition to commodities, using a MARKETS-supplied data collection form.

Method of data acquisition by MARKETS: This data requirement will be included in MOUs that MARKETS will establish with partner agro-processing enterprises. MARKETS BPO staff designated as point persons for the MOUs will be responsible for collecting this data regularly from their respective partner enterprises.

Data Source: Agro-processing enterprise records.

Frequency and timing of data acquisition: Quarterly.

Estimated Cost of Data Acquisition: Minimal support from MARKETS technical staff and the M&E specialist. This data should be available as part of regular record keeping by agro-processing enterprises.

Individual responsible at MARKETS: BPO staff; agro-processing specialist.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2009

Known Data Limitations and Significance (if any): Accuracy and reliability of data at the processor level is vital. Data depends on good record-keeping systems and operations.

Actions Taken or Planned to Address Data Limitations: The M&E specialist will assess reliability of processor record keeping when establishing the baseline. If required, the M&E specialist will recommend some assistance from the technical team in recording and reporting on this information.

Date of Future Data Quality Assessments: 2012

Procedures for Future Data Quality Assessments: Review data and agro-processor records, compare with historic data and sales records if available.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Trend, comparison with other commodities.

Presentation of Data: Charts, graphs, tables, narrative.

Review of Data: Quarterly.

Reporting of Data: In quarterly reports, semi-annual presentations, and annual progress reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2006	\$7.63M		
2007	\$14.58M		
2008	\$20.19M		
2009	\$85.00M		
2010	\$145.00M		

Key Result 1.3: Strengthened Agro Processing Capacity.

INDICATOR REFERENCE SHEET

Indicator Number: 15

Name of Indicator: KR1.3.4: Number of people trained on private sector development training

DESCRIPTION

Precise Definition(s): Number of individuals trained as a result of MARKETS interventions who have acquired enhanced management (administrative, financial, technical logistical) skills.

Unit of Measure: Cumulative number.

Disaggregated by: Commodity sector, gender, youth and location.

Justification & Management Utility: Skill and knowledge acquisition is important if Nigerian enterprises are to increase the sales and scopes of their operations. A part of achieving this is by improving management and business administration. This indicator aims to measure the application of business management skills after training.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Participants information will be collected at the beginning of every organized MARKETS training event, or events sponsored by MARKETS, via a sign-in form. MARKETS will maintain a training database, which can be queried to produce a list of individuals from assisted-enterprises that have received management training. MARKETS will follow-up with a short questionnaire with these individuals to assess if the management training has had the anticipated impact. This assessment maybe carried out via email, phone calls, or site visits. Participation in the assessment will be specified in MOUs to be established with enterprises. This includes beneficiaries of farm business management training using the MARKETS NAEC curriculum.

Method of data acquisition by MARKETS: Via post-training follow up assessment.

Data Source: MARKETS.

Frequency and timing of data acquisition: Semi-annual follow-up.

Estimated Cost of Data Acquisition: Medium; the M&E specialist, BPO staff, or other MARKETS staff will be tapped to carry out the follow-up assessments. It is anticipated that not all participants will answer the initial questionnaire, which will necessitate some individual follow-up.

Individual responsible at MARKETS: M&E specialist; BPO staff.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: November 2007

Known Data Limitations and Significance (if any): The sampling depends on attendance record. If MARKETS or the participants are not diligent about registering for events, this number could be artificially low. Also respondents may not be available to participate.

Actions Taken or Planned to Address Data Limitations: MARKETS staff responsible for organizing the event will encourage trainers, moderators, and facilitators to make sure that participants sign in. MARKETS staff will also keep track of the response rate.

Date of Future Data Quality Assessments: N/A.

Procedures for Future Data Quality Assessments: 2010

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Cross tabulation.

Presentation of Data: Charts, graphs.

Review of Data: Semi-annual.

Reporting of Data: In semi-annual presentations and annual progress reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2006	-		
2007	-		
2008	35,000		
2009	135,000		
2010	235,000		

Program Area 2: Reducing Trade, Transport, and Supply Chain Bottlenecks.

INDICATOR REFERENCE SHEET

Indicator Number: 16

Name of Indicator: PA2.1: Change in volume of bulk commodities processed into value-added products

DESCRIPTION

Precise Definition(s): The change (increase or decrease) in volume of bulk (raw) commodities that are processed into value-added products. A value-added product is one where the commodity has been transformed in such a way that consumers are willing to pay a higher price for the product.

Unit of Measure: Absolute value in metric tons converted into percent.

Disaggregated by: Commodity sector, location.

Justification & Management Utility: MARKETS aims to increase the amount of bulk commodities processed into more valuable products. This can serve both the producers, in terms of increased sales; and the agro-processors, in terms of increased production of value-added products and hence increased revenue. This indicator will measure progress and impact by monitoring the change in volume of bulk commodities processed into a more valuable product.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: MARKETS will collect data on the volume of bulk commodities processed into value-added products and the volume and value of goods produced, from assisted agro-processing enterprises and other enterprises engaging in value-addition to commodities, using a MARKETS-supplied data collection form.

Method of data acquisition by MARKETS: This data requirement will be included in MOUs that MARKETS will establish with partner agro-processing enterprises. MARKETS BPO staff designated as point persons for the MOUs will be responsible for collecting this data regularly from their respective partner enterprises.

Data Source: Agro-processing enterprise records.

Frequency and timing of data acquisition: Quarterly.

Estimated Cost of Data Acquisition: Minimal support from MARKETS technical staff and the M&E specialist. This data should be available as part of regular record keeping by agro-processing enterprises.

Individual responsible at MARKETS: BPO staff; agro-processing specialist.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: November 2007

Known Data Limitations and Significance (if any): Accuracy and reliability of data at the processor level is vital. Data depends on good record-keeping systems and operations.

Actions Taken or Planned to Address Data Limitations: The M&E specialist will assess reliability of processor record keeping when establishing the baseline. If required, the M&E specialist will recommend some assistance from the technical team in recording and reporting on this information.

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Review data and agro-processor records, compare with historic data and sales records if available.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Trend, comparison with other commodities.

Presentation of Data: Charts, graphs, tables, narrative.

Review of Data: Quarterly.

Reporting of Data: In quarterly reports, semi-annual presentations, and annual progress reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes: This indicator is required under Contract and is one of seven indicators used to indicate project completion. The LOP target is set in the Contract and cannot be changed without prior approval by USAID.

INDICATOR VALUES

Year	Target	Notes	
2006	-		
2007	-		
2008	-		
2009	-		
2010	30%		

Program Area 2: Reducing Trade, Transport, and Supply Chain Bottlenecks.

INDICATOR REFERENCE SHEET

Indicator Number: 17

Name of Indicator: PA 2.2: Number of public-private partnerships established by MARKETS.

DESCRIPTION

Precise Definition(s): The number of partnerships, or agreements, between the public sector and private enterprises assisted by MARKETS. The USG, developed country governments, multilateral development institutions, national governments of developing countries, and universities or other arms of national governments are considered public entities for the purpose of this indicator. For-profit enterprises and NGOs are considered private. A partnership is considered formed when there is a clear agreement, usually written, to work together to achieve a common objective. There must be either a cash or in-kind contribution to the effort by both the public and the private entity.

Unit of Measure: Cumulative number.

Disaggregated by: Commodity sector, location.

Justification & Management Utility: An increasing number of partnerships between the private and public sectors reflect the recognition that the private sector is the engine of growth and that constraints faced by business enterprises are being heard and addressed. This is an OPIN indicator.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: MARKETS will be active in facilitating private-public partnerships involving project clients. MARKETS will have this information in its own records. MARKETS will also collect this information from assisted-producer groups and enterprises to capture other potential partnerships that these clients have entered into independent of MARKETS. It should be noted that as MARKETS is funded by USAID, it is considered a public entity. Therefore each MOU signed by MARKETS with clients or SAF awardees is already one such partnership.

Method of data acquisition by MARKETS: Directly obtain from project records; producer group records; enterprise records.

Data Source: MARKETS records.

Frequency and timing of data acquisition: Quarterly.

Estimated Cost of Data Acquisition: Low. This information is generated by MARKETS itself with little to no cost involved.

Individual responsible at MARKETS: M&E specialist, SAF manager.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2007

Known Data Limitations and Significance (if any): None.

Actions Taken or Planned to Address Data Limitations: None.

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Periodic audit of internal paper trail; comparison with project records.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Trend, comparison across commodity sectors and locations.

Presentation of Data: Charts, maps, tables, narratives.

Review of Data: Data to be review by SAF manager and managing director.

Reporting of Data: Data to be included in quarterly reports. Aggregate annual data to be included in annual reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2006	-		
2007	-		
2008	5		
2009	14		
2010	19		

Key Result 2.1: Streamlined Transport Corridors.

INDICATOR REFERENCE SHEET

Indicator Number: 18

Name of Indicator: KR 2.1.1: Analysis of transport corridor conducted

DESCRIPTION

Precise Definition(s): The FastPath model, a computerized toolbox and process for assessing logistics and transport performance along the corridor, will be utilized. Basic cost, time and reliability factors will be measured. This is a milestone indicator made up of a number of stages:

1. Training seminar on FastPath methodology and approach conducted
2. Initial stakeholder consultations conducted prior to physical corridor inspection
3. General diagnostic of Lagos-Jibiya corridor, including a physical examination of the corridor
4. Identification of bottlenecks and major impediments to corridor efficiency
5. Stakeholder seminar conducted to validate initial corridor diagnostic and performance assessment
6. Development of detailed computerized "base case" scenario for the corridor, assigning logistics scores for all significant nodes and links of the corridor
7. Identification and screening of potential interventions, i.e., "alternative scenarios"
8. Generation of "preferred scenario" master plan
9. Stakeholder workshop to discuss FastPath results and establish consensus for the preferred scenario

Unit of Measure: Milestone achieved will be counted

Disaggregated by: None

Justification & Management Utility: Corridor bottlenecks identified and master action plan developed to address prioritized issue areas that will lead to an easing of transport costs and time.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Review of project deliverables

Method of data acquisition by Nathan Associates: Assessment of briefs, workshop/seminar documentation, and "step" deliverables as indicated in the KR definition

Data Source: Nathan Associate's records and project documentation

Frequency and timing of data acquisition: various (milestone)

Estimated Cost of Data Acquisition: Low

Individual responsible at Nathan Associates: Team Leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2009

Known Data Limitations and Significance (if any): None

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Review of completed milestone steps.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Review of progress towards milestone

Presentation of Data: Report

Review of Data: Data to be reviewed by MARKETS M&E Specialist and Management team

Reporting of Data: Quarterly Report ; Annual reports , Special Reports

OTHER NOTES

Notes on Baselines/Targets: This is a milestone indicator and will be reported on one time following completion. Completed steps can be indicated.

Other Notes:

INDICATOR VALUES

Year	Target	Notes
2009		
2010	Milestone	

Key Result 2.1: Streamlined Transport Corridors.

INDICATOR REFERENCE SHEET

Indicator Number: 19

Name of Indicator: KR 2.1.2: Stages for the establishment of a corridor management group completed.

DESCRIPTION

Precise Definition(s): Milestone indicator consisting of stages contributing to the finalization of a CMG work plan. This includes the mobilization of relevant stakeholders, both public and private, as a precursor to the eventual establishment of a Lagos-Niger corridor management system. Stages include:

1. Review corridor management best practices in ECOWAS, SADC and COMESA and prepare a corridor governance options paper for Lagos-Niger corridor stakeholders
2. Conduct corridor management workshop for select Lagos-Niger corridor stakeholders, where governance approaches are discussed
3. Design corridor management framework, refine the approach through stakeholder consultations and/or seminar
4. Prepare MoU and Work Plan (including performance indicators) for CMG developed, based on stakeholder consultations and FastPath “preferred scenario”

Seminar conducted for final CMG work plan

Unit of Measure: Milestone

Disaggregated by: None

Justification & Management Utility: Establishment of an integrated management approach to the corridor will foster the efficient movement of goods thereby increasing food security.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Review of project deliverables

Method of data acquisition by Nathan Associates: Assessment of briefs, workshop/seminar documentation, and “step” deliverables as indicated in the KR definition

Data Source: Nathan Associate’s records and project documentation

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Low

Individual responsible at Nathan Associates: Team Leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2009

Known Data Limitations and Significance (if any): None

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Review of completed milestone steps

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Review of progress towards milestone

Presentation of Data: Reports and records

Review of Data: Data to be reviewed by MARKETS M&E Specialist and Management team

Reporting of Data: Quarterly reports, annual reports, special reports.

OTHER NOTES

Notes on Baselines/Targets: This is a milestone indicator and will be reported on one time following completion. Completed steps can be indicated

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2009			
2010	Milestone		

Key Result 2.1: Streamlined Transport Corridors.

INDICATOR REFERENCE SHEET

Indicator Number: 20

Name of Indicator: KR 2.1.3: Number of corridor improvement projects prepared.

DESCRIPTION

Precise Definition(s): Total number of corridor improvement projects and logistical interventions developed in collaboration with stakeholders. This includes public and private organizations with a stake in efficient transport and logistics along the Lagos – Jibiya transportation corridor.

Unit of Measure: Number

Disaggregated by: N/A

Justification & Management Utility: Project proposals forwarded to foster corridor reform and investment, increasing corridor efficiency over the long term

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Correspondence with relevant stakeholders, both public and private sector and proposal dissemination

Method of data acquisition by Nathan Associates: Review of project records

Data Source: Nathan Associate's records and project documentation.

Frequency and timing of data acquisition: Annually

Estimated Cost of Data Acquisition: Low. This information is generated by Nathan itself with little to no cost involved.

Individual responsible at Nathan Associates: Team Leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2009

Known Data Limitations and Significance (if any): Project proposals may be contingent upon project budget, project timeframe and successful completion of KR2.1.1 and 2.1.2

Actions Taken or Planned to Address Data Limitations: Core proposals will be identified for prioritized action

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Review of proposals completed

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Completed project proposals

Presentation of Data: Reports/proposals

Review of Data: Data to be review by MARKETS' M&E Specialist and management team.

Reporting of Data: Quarterly reports, special reports

OTHER NOTES

Notes on Baselines/Targets:

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2009			
2010	2		

Key Result 2.2: Improved Trade Policy and Institutional Standard.

INDICATOR REFERENCE SHEET

Indicator Number: 21

Name of Indicator: KR 2.2.1: Stages completed in drafting NCS service act in accordance with International standards.

DESCRIPTION

Precise Definition(s): Milestone indicator documenting work undertaken in revising Nigeria's Customs and Excise Management Act (CEMA) in line with international best practices (Revised Kyoto convention and SAFE Framework of Standards) through the following stages:

1. Completed situational and gap analysis
2. Training workshop on international best practices
3. Establishment of redraft oversight committee
4. Presentation of annotated CEMA draft presented to relevant Ministry and/or Task Force

Unit of Measure: Milestone

Disaggregated by: Steps

Justification & Management Utility: Facilitating reform in the Nigerian Customs Service through establishment of a modern legal basis for customs operations based on international best practices.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Correspondence with GON, relevant stakeholders, and review of deliverables

Method of data acquisition by Nathan Associates: Review of project records, assessment of briefs and workshop documentation

Data Source: Nathan records and project documentation.

Frequency and timing of data acquisition: Milestone

Estimated Cost of Data Acquisition: Low. This information is generated by Nathan itself with little to no cost involved.

Individual responsible at Nathan Associates: Team Leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2009

Known Data Limitations and Significance (if any): Government targeted activities may suffer from unanticipated delays and bureaucratic hurdles

Actions Taken or Planned to Address Data Limitations: Fielded specialist to maintain project momentum.

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Review of completed milestone steps

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Review of progress towards milestone

Presentation of Data: Reports and records

Review of Data: Data to be reviewed by MARKETS M&E Specialist and Management team

Reporting of Data: Quarterly Reports; Annual reports, Special Reports

OTHER NOTES

Notes on Baselines/Targets: This is a milestone indicator and will be reported on one time following completion. Completed steps can be indicated.

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2009			
2010	Milestone		

Key Result 2.2: Improved Trade Policy and Institutional Standard.

INDICATOR REFERENCE SHEET

Indicator Number: 22

Name of Indicator: KR 2.2.2: Number of trade and transport policy interventions conducted.

DESCRIPTION

Precise Definition(s): Total number of trade related policy activities conducted by the project team for use by relevant stakeholders that includes seminars/workshops, studies, assessments and reports on specific interventions. Proposals for streamlining or obtaining private sector input into specific trade, transport and customs processes may also be included.

Unit of Measure: Number

Disaggregated by: N/A

Justification & Management Utility: Analysis of Nigeria government and business roles and responsibilities, combined with targeted policy analysis activities will foster efficiency, predictability, transparency and private sector participation.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Correspondence with relevant stakeholders, both public and private sector and proposal dissemination

Method of data acquisition by Nathan Associates: Review of project records

Data Source: Nathan Associate's records and project documentation.

Frequency and timing of data acquisition: Quarterly.

Estimated Cost of Data Acquisition: Low. This information is generated by Nathan itself with little to no cost involved.

Individual responsible at Nathan: Team Leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2009

Known Data Limitations and Significance (if any): Government targeted activities may suffer from unanticipated delays and bureaucratic hurdles

Actions Taken or Planned to Address Data Limitations: Focus on private sector institutions when possible

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Review of intervention related documentation – reports, workshop documentation and submitted proposals.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Completed studies, proposals and documentation

Presentation of Data: Reports, proposals and workshop related documentation

Review of Data: Data to be reviewed by MARKETS M&E Specialist and Management team

Reporting of Data: Quarterly Reports, Special reports

OTHER NOTES

Notes on Baselines/Targets:

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2009	1		
2010	2		

Key Result 2.2: Improved Trade Policy and Institutional Standard.

INDICATOR REFERENCE SHEET

Indicator Number: 23

Name of Indicator: KR 2.2.3: Number of institutional capacity building activities conducted.

DESCRIPTION

Precise Definition(s): Number of distinct capacity building activities, related to standards, trade and trade policy, conducted with government and other stakeholders

Unit of Measure: Number.

Disaggregated by: Institution

Justification & Management Utility: Building of institutional capacity and fostering informed policy decision making based on best practices and sound studies.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Review of project records

Method of data acquisition by Nathan Associates: Directly obtain from project records; producer group records; enterprise records.

Data Source: MARKETS Records

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Low. This information is generated with little to no cost involved.

Individual responsible at Nathan Associates: Team Leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2009

Known Data Limitations and Significance (if any): Interventions may be contingent upon project budget and project timeframe.

Actions Taken or Planned to Address Data Limitations: Core proposals will be identified for prioritized action

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Periodic audit of internal paper trail; comparison with project records.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Assessment of completed interventions – Institutional Capacity Index utilized

Presentation of Data: Intervention specific records and reports

Review of Data: Data to be reviewed by M&E manager and management team.

Reporting of Data: Data to be included in quarterly reports. Aggregate annual data to be included in annual reports.

OTHER NOTES

Notes on Baselines/Targets:

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2009	1		
2010	2		

Program Area: Promoting Sound Market Based Principles.

INDICATOR REFERENCE SHEET

Indicator Number: 24

Name of Indicator: PA 3.1: Number of agricultural-related firms that are benefiting directly from USG supported interventions

DESCRIPTION

Precise Definition(s): Number of client enterprises supported by MARKETS development program. Enterprise means formal and informal micro-enterprises (firms of fewer than 10 employees, including unpaid workers which are owned and operated by someone who is poor, and small and medium enterprises. Business development services could include accounting skills building, business plan development, loan application assistance, etc.

Unit of Measure: Cumulative number.

Disaggregated by: Commodity, location, gender and youth (18-30 years of age).

Justification & Management Utility: Skill and knowledge acquisition is important if Nigerian enterprises are to increase the sales and scopes of their operations. This indicator measures the impact of the project on strengthening the capacity of individual enterprises.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Participants information will be collected at the beginning of every organized MARKETS training event, or events sponsored by MARKETS, via a sign-in form.

Method of data acquisition by MARKETS: Information from training event attendance sheets will be entered into a MARKETS training database. These attendance sheets are managed by MARKETS for project organized events, and by MARKETS clients, e.g. enterprises, producer groups, SAF awardees; for MARKETS-sponsored events.

Data Source: Attendance sheet to be completed by training participants.

Frequency and timing of data acquisition: Ongoing, as events occur.

Estimated Cost of Data Acquisition: Low.

Individual responsible at MARKETS: M&E specialist.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: November 2007

Known Data Limitations and Significance (if any): This is not a measure of people trained as it will be impossible to identify unique individuals. As defined, this is a measure of attendance. Nonetheless, if participants failed to sign in, there will be under-counting of participants.

Actions Taken or Planned to Address Data Limitations: MARKETS staff responsible for organizing the event will encourage trainers, moderators, and facilitators to make sure that participants sign in.

Date of Future Data Quality Assessments: October, 2010

Procedures for Future Data Quality Assessments: Re-assessment of record keeping

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Cross tabulation.

Presentation of Data: Charts, graphs.

Review of Data: Quarterly.

Reporting of Data: In quarterly reports, semi-annual presentations, and annual progress reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes:

INDICATOR VALUES

Year	Target	Notes
2006	-	
2007	-	
2008	40	
2009	70	
2010	95	

Program Area: Promoting Sound Market Based Principles.

INDICATOR REFERENCE SHEET

Indicator Number: 25

Name of Indicator: PA 3.2: Increased expenditures and investments in the agricultural sector

DESCRIPTION

Precise Definition(s): Public expenditures and investments in the sector by the government through its approved budget. The agriculture sector is defined by the COFOG definition, which defines agriculture as comprising of crops and livestock, fisheries, forestry, and natural resource management, including agricultural research, agricultural extension services and training, agricultural marketing, agricultural inputs (such as seeds, fertilizers, and chemicals), irrigation, and rural infrastructure (such as marketing information systems, post-harvest facilities).

Unit of Measure: Percent change in real Naira in the approved federal government budget in agriculture.

Disaggregated by: Not disaggregated.

Justification & Management Utility: Provide an indication of Government's commitment to the development of the sector. Points to resource allocation to the sector in a simple and transparent manner.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Review of Federal Government approved annual budgets

Method of data acquisition by IFPRI: Interview of staff at the Federal Budget office and FMAWR; gathering of approved Federal Government overall and agricultural-specific budget.

Data Source: Government records; published Federal Budget Proposal

Frequency and timing of data acquisition: Annually

Estimated Cost of Data Acquisition: Low.

Individual responsible at IFPRI: Program Leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: None

Known Data Limitations and Significance (if any): Budget not approved

Actions Taken or Planned to Address Data Limitations: Review of proposed budget until approved budget is available

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Will compare agriculture sector budgeted expenditure and budgeted aggregate expenditures among federal ministries and agencies with broad historical trends.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Trend analysis

Presentation of Data: Chart with brief write-up

Review of Data: 2nd quarter of the fiscal year

Reporting of Data: Relevant quarterly reports and annual reports.

OTHER NOTES

Notes on Baselines/Targets: Target is 20% increase

Other Notes: Baseline will be established based on the approved 2009 budget, using the abovementioned data acquisition plan, during the 2009 calendar year.

INDICATOR VALUES

Year	Target		Notes
2009			
2010	20%		

Key Result 3.1: Increased Capacity of National and Regional Organizations.

INDICATOR REFERENCE SHEET

Indicator Number: 26

Name of Indicator: KR 3.1.1: Number of Individuals whose policy analysis capabilities have improved

DESCRIPTION

Precise Definition(s): Persons whose capabilities in doing policy research has been enhanced through collaboration with IFPRI researchers. It will include only those that have done significant work to be included as coauthors of final documents and or background papers.

Unit of Measure: Number.

Disaggregated by: Gender

Justification & Management Utility: Disaggregation permits the monitoring of effort to enhance gender capability in the country.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Review of project records, inventory of reports, and briefs

Method of data acquisition by IFPRI: Assessment of briefs, papers, and training reports

Data Source: Project records

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Low

Individual responsible at IFPRI: Program Leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: None

Known Data Limitations and Significance (if any): None

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Internal experts from IFPRI to assess the quality of research outputs

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Milestones 1. Internal quality control will be done at IFPRI-Nigeria, 2. Research Seminar series will be used to solicit comments from Government officials and the general public (data on participants to seminar to be kept) to provide constructive criticism to the author. 3. Peer-review process will involve two internal IFPRI researchers;

Presentation of Data: 1. Comments from internal quality control process per paper. 2. Comments to researcher given at research seminar, 3. Draft research paper, 5. Completed paper (background paper, etc.), 6. Brief if applicable

Review of Data: Quarterly.

Reporting of Data: In quarterly reports and annual progress reports.

OTHER NOTES

Notes on Baselines/Targets: Capacity strengthened will be calculated at the end of the research process, when the paper is published and not during the process

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2009	3		
2010	10		

Key Result 3.1: Increased Capacity of National and Regional Organizations.

INDICATOR REFERENCE SHEET

Indicator Number: 27

Name of Indicator: KR 3.1.2: Number of sound policies identified for the agricultural input sector

DESCRIPTION

Precise Definition(s): Policies are reports or briefs that contain a set of findings and recommendations relating to a particular input sector. A policy will be considered to be sound when it meets the following conditions: 1) it is based on peer reviewed research, 2) the recommendations are context specific, and 3) research and policy development has involved inputs from stakeholders at various stages.

Unit of Measure: Number.

Disaggregated by: N/A

Justification & Management Utility: Illustrate information from policy research that can support sound policy decision in the agricultural input sector of Nigeria

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Review of project records

Method of data acquisition by IFPRI: Compilation of project documents

Data Source: Project records

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Low.

Individual responsible at IFPRI: Program Leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: None

Known Data Limitations and Significance (if any): None

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Research outputs are peer reviewed.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Milestone - 1. Stakeholder consultations (workshops, focus groups, interviews with stakeholders); 2. Surveys and other data gathering processes (including focus groups); 3. Internal quality control done at IFPRI-Nigeria 4. Research Seminars to solicit comments from Government officials and the general public (data on participants to seminar to be kept); 5. Workshop to validate the findings of the research; 6. Internal peer-review process which involves two IFPRI researchers 7. Published report.

Presentation of Data: 1. Minutes of stakeholder consultations; 2. Survey results (un-collated); 3. Peer-reviewed comments per paper; 4. Comments from research seminar and participant list; 5 Draft research paper, 6. Completed paper (background paper, etc.); 7. Research Brief,

Review of Data: Quarterly.

Reporting of Data: In quarterly reports, and annual progress reports.

OTHER NOTES

Notes on Baselines/Targets:

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2009	4		
2010	3		

Key Result 3.2: Improved Food and Trade Policy.

INDICATOR REFERENCE SHEET

Indicator Number: 28

Name of Indicator: KR 3.2.1: Number of country-owned agricultural policy strategies developed.

DESCRIPTION

Precise Definition(s): Strategies are a set of actions designed to achieve particular outcomes in the agriculture sector as a whole or in some subsectors. Ownership will meet one or more of the following criteria: 1) accepted by the government as the official policy that guides its action, and 2) accepted by stakeholders in the sector – researchers, key interests, and policymakers -- as useful, achievable and a something that they would like to implement. All the strategies that meet the above criteria in the development of which the project has played a direct role or which are considered to be have been significantly influenced by project outputs would be included.

Unit of Measure: Number.

Disaggregated by:

Justification & Management Utility: Illustrate how information from policy research has guided agriculture strategy development in Nigeria.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: Review of project documents, government strategies, strategy statements by higher government officials

Method of data acquisition by IFPRI: Gathering of project document, government documents, and stakeholder statements in the media

Data Source: Program documents, government documents; published newspapers (selected)

Frequency and timing of data acquisition: Ongoing

Estimated Cost of Data Acquisition: Low.

Individual responsible at IFPRI: Program Leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: None

Known Data Limitations and Significance (if any): Published mass media could be erroneous

Actions Taken or Planned to Address Data Limitations: Will focus on the reporting from reputed newspapers only

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments:

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Milestones - 1. Ministry retreat; 2. Collaborator contracts for filling in identified knowledge gaps, 3. Drafting workshop 5. Review of updated agricultural strategy by key Nigerian experts; 6. Revised updated agricultural strategy; 7. Stakeholders' workshop; 8. Review of official agriculture strategies in annual budget statements; 9. Reviews of new agriculture strategy documents by Government

Presentation of Data: 1. Minutes of the proceedings of agriculture strategy events; 2. Relevant newspaper clippings on policy pronouncements on agriculture. 3. If available, physical strategy documents incorporating MARKETS input

Review of Data: Quarterly.

Reporting of Data: In quarterly reports and annual progress reports.

OTHER NOTES

Notes on Baselines/Targets:

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2009	0		
2010	1		

Key Result 3.2: Improved Food and Trade Policy.**INDICATOR REFERENCE SHEET****Indicator Number:** 29**Name of Indicator:** KR 3.2.2: Number of policy briefs and papers produced and disseminated**DESCRIPTION**

Precise Definition(s): Research-based briefs are 2-4 page documents that provide a succinct analysis of the situation relating to a sector, sub sector or an issue and suggest strategies to improve the situation. Briefs may be summaries of policy analysis outputs such as reports or primary outputs of analysis. These briefs are supported by in-depth research.

Literature-based briefs are 2-4 page documents that describe a situation relating to a sector, sub sector or an issue and suggest strategies to improve the situation based on implementing partners experience, literature, and interviews. These briefs are not based on in-depth research but review of existing literature and interviews. Papers are 20 or more page documents that either provide a review of pertinent literature, methodology, analysis results, recommendations or an in-depth review of the sector.

Unit of Measure: Number.**Disaggregated by:** Type**Justification & Management Utility:****PLAN FOR DATA ACQUISITION BY MARKETS****Data collection method:** Review of project documents**Method of data acquisition by IFPRI:** Compilation of papers and briefs, emails, web statistics, letters and participants at IFPRI-organized events.**Data Source:** Papers, briefs, emails, downloaded publications from IFPRI website and NSSP blog, letters from institutions acknowledging the receipt of documents, participant list at IFPRI-sponsored events;**Frequency and timing of data acquisition:** Ongoing, as events occur.**Estimated Cost of Data Acquisition:** Low.**Individual responsible at IFPRI:** Program Leader**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** None**Known Data Limitations and Significance (if any):** letters from non-Abuja based institutions acknowledging receipt of publications may be delayed**Actions Taken or Planned to Address Data Limitations:** Document the sending of publications to such institutions**Date of Future Data Quality Assessments:** 2010**Procedures for Future Data Quality Assessments:** Assessment of record keeping**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** Counting of the number of papers, briefs, and those who received the evidence in written form or verbally**Presentation of Data:** Table/chart, and brief description**Review of Data:** Quarterly.**Reporting of Data:** In quarterly reports, semi-annual presentations, and annual progress reports.**OTHER NOTES****Notes on Baselines/Targets:****Other Notes:****INDICATOR VALUES**

Year	Target	Notes
2009	7	# of Research-based briefs
2010	4	# of Research-based briefs
2009	0	# of Literature-based briefs
2010	4	# of Literature-based briefs
2009	5	# of Paper
2010	5	# of Paper
2009	400	Aggregate # of Briefs disseminated
2010	500	Aggregate # of Briefs disseminated
2009	300	Aggregate # of Paper disseminated
2010	300	Aggregate # of Paper disseminated
2009	50	# of Participants in IFPRI-organized dissemination events
2010	50	# of Participants in IFPRI-organized dissemination events

Cross-Cutting Result 4.0: Increased Access to Capital Investment.**INDICATOR REFERENCE SHEET****Indicator Number:** 30**Name of Indicator:** CCR 4.1: Amount of finance credit leveraged for farmers and agro-processors**DESCRIPTION****Precise Definition(s):** Aggregate value of loans received by MARKETS-assisted producer groups and enterprises. Micro <N100,000; small >N100,000 – N200,000; medium >200,000 – N500,000; big >N500,000**Unit of Measure:** Cumulative US dollar and Naira.**Disaggregated by:** Commodity sector, location, recipient type (associations, enterprise, or other groups) and size of loan.**Justification & Management Utility:** Financing is required at all levels of a market chain to function productively and improve its efficiency. This indicator is a direct measure of MARKETS assistance on leverage financing for partner producer groups and agro-processors. This is a USAID/Nigeria IR 12.2 indicator and is required by contract.**PLAN FOR DATA ACQUISITION BY MARKETS****Data collection method:** MARKETS will collect this information as financing deals are facilitated between partner organizations and credit institutions or other partners. MARKETS technical staff will collect this information as part of the MOUs with producer groups and enterprises.**Method of data acquisition by MARKETS:** Requirements for this data will be included in MOUs and in other agreements detailing a financing arrangement between parties. MARKETS technical point person for the MOU or deal will be responsible for obtaining this information.**Data Source:** Producer groups and enterprises receiving financing.**Frequency and timing of data acquisition:** Ongoing.**Estimated Cost of Data Acquisition:** Minimal support from MARKETS technical staff.**Individual responsible at MARKETS:** BPO staff, technical staff, SAF manager.**DATA QUALITY ISSUES****Date of Initial Data Quality Assessment:** November 2007**Known Data Limitations and Significance (if any):** Accuracy and reliability of data at the producer group and enterprise level is vital. Data depends on good record-keeping systems and operations. Data also depends on MARKETS staff ensuring this information is included in MOUs.**Actions Taken or Planned to Address Data Limitations:** MARKETS staff will assess record keeping capacity. The M&E specialist will monitor the MOUs to ensure this information is included.**Date of Future Data Quality Assessments:** October 2010**Procedures for Future Data Quality Assessments:** Review and compare with independent data to be obtained from financing institutions that worked with MARKETS to provide the loans.**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis:** Trend, comparison across commodities.**Presentation of Data:** Charts, tables, narrative.**Review of Data:** Quarterly.**Reporting of Data:** In quarterly reports, semi-annual presentations, and annual progress reports.**OTHER NOTES****Notes on Baselines/Targets:** Baseline established and Targets are set cumulatively.**Other Notes:** This indicator is required under Contract and is one of seven indicators used to indicate project completion. The LOP target is set in the Contract and cannot be changed without prior approval by USAID.**INDICATOR VALUES**

Year	Target		Notes
2006	\$1.25M		
2007	\$10M		
2008	\$30M		
2009	\$42M		
2010	\$57M		

Cross-Cutting Result 4.0: Increased Access to Capital Investment.

INDICATOR REFERENCE SHEET

Indicator Number: 31

Name of Indicator: CCR4.2: Number of bank and MFI loans facilitated by MARKETS from financial institutions

DESCRIPTION

Precise Definition(s): The number of loans facilitated by MARKETS from financial institutions. Financial institutions consist of commercial banks, community banks, microfinance banks, microfinance institutions (MFIs), MSME lending subsidiaries of commercial banks, finance companies and other non-bank financial institutions. Micro loan <N100, 000; small >N100,000-N200,000; medium >N200,000 – N500,000; big >N500,000.

Unit of Measure: number of loan.

Disaggregated by: Commodity, location and size of loan

Justification & Management Utility: MARKETS aims to help transform significant numbers of smallholders from subsistence farming to commercial farming. Increasing the proportion of production sold rather than consumed is an indication of this transformation taking place. This is a USAID/Nigeria IR 12.3 indicator.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: MARKETS-assisted producer groups will keep records on key data of members, including volume of commodities produced and sold. MARKETS will utilize producer groups' records to calculate this indicator.

Method of data acquisition by MARKETS: MARKETS will establish MOUs with producer groups being assisted by the project. The MOUs will include specific M&E and data collection requirements. The MARKETS point person assigned for the producer group, i.e. a responsible BPO staff or the associations specialist, will collect this data via producer group data collection forms.

Data Source: Producer groups assisted by MARKETS.

Frequency and timing of data acquisition: Semi-annual (or according to commodity agricultural calendar).

Estimated Cost of Data Acquisition: Low. Basic data collection will be performed by assisted producer groups. MARKETS may need to provide initial data collection and M&E training, to be delivered or coordinated by the M&E specialist. The responsible BPO staff or the associations specialist assigned to be the point person with each producer group will collect this data as a part of their routine work.

Individual responsible at MARKETS: Point person assigned to liaise with each producer group (BPO staff or the association specialist).

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: November 2007

Known Data Limitations and Significance (if any): Accuracy and reliability of data at the producer group level is important. It cannot be assumed that producer groups have attained a level of record-keeping standard that is reliable.

Actions Taken or Planned to Address Data Limitations: M&E specialist and/or producer group point persons will perform an initial assessment of the record keeping systems/capabilities of partner producer groups; this will be done when baseline is collected with producer groups. MARKETS will provide targeted M&E and record keeping assistance to producer groups if needed.

Date of Future Data Quality Assessments: October 2010.

Procedures for Future Data Quality Assessments: Re-assessment of record-keeping systems and capabilities.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Trend, comparison across commodities and locations.

Presentation of Data: Graphs, charts, maps, tables, narratives.

Review of Data: Data to be review by BPO staff and the association specialist when collected.

Reporting of Data: Preliminary data to be included in semi-annual reports for appropriate commodities, according to agricultural calendar. Final updated data to be included in annual reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2006	-		
2007	-		
2008	140,000		
2009	158,000		
2010	176,000		

Cross-Cutting Result 4.0: Increased Access to Capital Investment.

INDICATOR REFERENCE SHEET

Indicator Number: 32

Name of Indicator: CCR4.3: Number of wholesales loans facilitated

DESCRIPTION

Precise Definition(s): Cumulative number of wholesale loans facilitated for partner NBFIs.

Unit of Measure: Cumulative US dollars and Naira.

Disaggregated by: MFI Partners (LAPO and DEC)

Justification & Management Utility: MARKETS has limited resources. To maximize the result of project interventions, it is important to leverage the resources of other entities, including other donors, international organizations, and the private sector. This indicator is designed to capture the amount of resources that are leverage by MARKETS as well as wholesale loans facilitated by Credit Team.

PLAN FOR DATA ACQUISITION BY MARKETS

Data collection method: MARKETS will actively support private-public partnerships involving client producer groups and enterprises. MARKETS will track the amount of cash and in-kind resources leveraged through these partnerships. Some data will also be obtained through the M&E requirements with SAF awardees; for those SAF awards that include cost-share contributions.

Method of data acquisition by MARKETS: Obtained from MARKETS and MFI Partner records.

Data Source: MARKETS.

Frequency and timing of data acquisition: Quarterly.

Estimated Cost of Data Acquisition: Medium; MARKETS staff will need to work with partners and clients to estimate the value of in-kind contributions, as well as collect cash contribution data.

Individual responsible at MARKETS: M&E specialist; SAF manager.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: None

Known Data Limitations and Significance (if any): None.

Actions Taken or Planned to Address Data Limitations: None.

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: Periodic audit of internal paper trail; comparison with project records.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: None

Presentation of Data: Tables and narratives

Review of Data: Quarterly by M&E specialist

Reporting of Data: In quarterly reports, semi-annual presentations, and annual progress reports.

OTHER NOTES

Notes on Baselines/Targets: Baseline established and Targets are set cumulatively.

Other Notes:

INDICATOR VALUES

Year	Target		Notes
2006	-		
2007	-		
2008	12		
2009	13		
2010	14		