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ZIMBABWE

PERFORMANCE MANAGEMENT PLANS

FOR DEMOCRACY AND GOVERNANCE, HEALTH AND EDUCATION,
ECONOMIC GROWTH: LIVELIHOODS, AND ECONOMIC GROWTH:
AGRICULTURAL SECTOR

August 2010

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USAID/ZIMBABWE

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FOR DEMOCRACY AND GOVERNANCE, HEALTH AND
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AND ECONOMIC GROWTH: AGRICULTURAL SECTOR

August 23, 2010

DISCLAIMER

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

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ACRONYMS

AAD	Activity Approval Document
AAPD	Acquisition and Assistance Policy Directives
ADS	Automated Directives System
AO	Assistance Objective
CCN	Cooperating Country National
CIDA	Canadian International Development Agency
CO	Contracting Officer
CSO	Civil Society Organization
COTR	Contracting Officer's Technical Representative
DFID	Department for International Development
DG	Democracy & Governance
DQR	Data Quality Review
dTS	Development & Training Services, Inc.
EC	European Commission
EG	Economic Growth
EGAD	Economic Growth and Agricultural Development
ES	Evaluation Services
FAR	Federal Acquisition Regulations
FFP	Food for Peace
FP/RH	Family Planning/Reproductive Health
GOZ	Government of Zimbabwe
GPA	Global Political Agreement
HO	Home Office
IDA ZIM	Institute for Democratic Alternatives in Zimbabwe
IOM	International Organization for Migration
IQC	Indefinite Quantity Contract
IP	Implementing Partner
IR	Intermediate Result
IT	Information Technology
JSI	John Snow International
LOE	Level of Effort
M&E	Monitoring and Evaluation
MDC	Movement for Democratic Change
MOHCW	Ministry of Health and Child Welfare
NCA	National Constitutional Assembly
OFDA	Office of Foreign Disaster Assistance
OPM	Office of the Prime Minister
OVC	Orphans and Vulnerable Children
PEPFAR	President's Emergency Plan for AIDS Relief
PMP	Performance Management Plan
PMT	Project Management Team

PMTCT	Preventing Mother-to-Child Transmission
PoC	Point of Contact
QA	Quality Assurance
RFTOP	Request for Task Order Proposal
SAPST	Southern African Parliamentary Support Trust
SOW	Scope of Work/Statement of Work
TG	Transitional Government
TO	Task Order
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development
USG	United States Government
WHO	World Health Organization
ZEC	Zimbabwe Electoral Commission

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I. INTRODUCTION

In May 2010, USAID/Southern Africa issued a Task Order to Development Training and Services, Inc. (dTS) to assist USAID/Zimbabwe in updating Performance Management Plans (PMPs) for the Democracy and Governance as well as Health and Education offices, and in drafting two new PMPs for the Economic Growth portfolio.

The USAID/Zimbabwe Country Strategy, was revised in February 2009 to reflect new strategic and programmatic opportunities expected to arise as a result of the formation of the new transitional Government of National Unity. The original strategy statement provided the necessary framework for the Mission's humanitarian and democracy and governance programs. These programs were covered under two Assistance Objectives: AO 1 (Manage Crises and Promote Stability, Recovery, and Democratic Reform) and AO 2 (Mitigate HIV and AIDS). The Mission's revised strategy allows for more expanded democracy and governance, and health programs. The strategy revision also includes two additional Assistance Objectives, both related to an economic growth portfolio: AO 3 (Economy Stabilized and Growing) for private sector activities, and AO 4 (Increased Income and Employment Generated by the Agricultural Sector) for agricultural recovery activities. Furthermore, the revision takes into account a more expansive program for both DG and health.

The most recent Democracy and Governance PMP was drafted in March 2006, and the HIV/AIDS PMP was drafted in April 2004. Because of a rapidly changing country context, the democracy and governance as well as health programs have evolved considerably since the PMPs for those sectors were first drafted. However, changes to the programs have not been reflected in the respective PMPs in line with the requirements of ADS 203.3.4.6. In addition, the PMPs need to be updated to include indicators for expanded or new programming areas that have arisen following the formation of the Government of National Unity. Furthermore, with the start of programming under the Mission's new economic growth portfolio, two new PMPs (for AO 3 and AO 4) will need to be established for initiatives that fall under this sector.

This document includes updated PMPs for Democracy and Governance and Health and Education that reflect current and incorporate new or expanded programs anticipated for these sectors during the transitional period. PMPs for AO 3 and AO 4 as contained in this document are based on the Economic Growth portfolio that was approved by the Mission in June 2009. Furthermore, dTS reviewed the updated/new PMPs with USAID/Zimbabwe staff and implementing partners, and also reviewed the general principles involved in development, maintenance, and use of PMPs. In accomplishing the above, dTS worked closely with the USAID/Southern Africa Monitoring and Evaluation Specialist, and USAID/ Zimbabwe management and Operating Unit Teams.

I.1 PURPOSE AND PRINCIPLES

The purpose of the PMPs in this document is to provide sets of tools to assist the Mission's operating units in planning and managing the processes of monitoring, evaluating and reporting on progress towards achieving results and reaching overarching assistance objectives. To this end the PMPs define specific performance indicators for each AO and IR and in some cases determine baselines and set targets levels of performance. Further, the PMPs set forth guidance

for planning and managing data collection for each indicator and determine when it is appropriate to consider evaluations. Costs related to data collection are noted where feasible.

In formulating the indicators for the respective PMPs, the dTS Team adhered to the following USAID guidelines on selecting good indicators:

Direct: The indicator closely tracks the result it is intended to measure. When direct indicators cannot be used because of costs or other factors, a reasonable proxy indicator was considered.

Objective: Indicators were selected for being operationally precise and uni-dimensional. They are unambiguous about what is being measured and what data are being collected.

Useful for Management: Indicators were formulated in order to be useful for management purposes at relevant levels of decision making.

Practical: Indicators were reviewed in terms of practicality and whether data can be obtained in a timely way and at reasonable cost.

Attributable to USAID: Performance indicators were selected in order to measure change that is clearly and reasonably attributable, at least in part, to the efforts of USAID.

Timely: Each indicator was reviewed in relation to the timely availability of data.

Adequate: Indicators for each assistance objective were reviewed as a group to ensure that, collectively, they reflect the minimum necessary to measure progress toward the given results.

1.2 PMP GUIDANCE

Periodic Updating of PMPs and Modification of Indicators. ADS 203.3.4.6 reminds AO Teams that they should update PMPs regularly with new performance information as AOs develop and evolve. ADS 203.3.4.7 further states that, “During project implementation, AO Teams may change or drop PMP performance indicators if the indicators prove to be unsuitable, for example, if the effort and cost needed to collect data on them become excessive. Indicators may also be added as more insights are learned about project dynamics during implementation and more appropriate indicators are identified.” However, AO Teams are cautioned that changing performance indicators frequently reduces the comparability of performance data over time and weakens performance management and reporting efforts – factors that may be particularly critical for indicators at the AO or outcome level.

Synergies between Assistance Objectives. Activity Assistance Documents (AADs) for each of the sectors in the Mission’s portfolio clearly describe how each AO is intended to contribute to the Mission’s overall country goals and objectives. AOs are viewed as programmatically complementary. For example, the local governance aspect of the Democracy and Governance program will strengthen the ability of local councils to better provide social services to constituents. Improved social sector services as provided with assistance of the Mission’s Health and Education programs will lead to improved health outcomes and improved productivity of the workforce – factors that are critical to economic growth. Democracy and Governance programs are also viewed as essential to the Mission’s economic growth strategy in that the rule of law, good governance, and respect for human rights are necessary preconditions for economic growth activities to be successful.

I.3 SCOPE AND ORGANIZATION OF THE PMPS

The PMPs in Sections 2 through 5 of this document respond to the Mission's request to focus on updating or creating a results framework for each assistance objective and subsequently identify the most appropriate indicators that will enable respective operating units to measure and report on the extent to which results and objectives are being met. The PMPs are presented in this document as follows:

Section 2: Assistance Objective 1 for Democracy and Governance

Section 3: Assistance Objective 2 for Health and Education

Section 4: Assistance Objective 3 for Economic Growth: Livelihoods and Economic Growth

Section 5: Assistance Objective 4 for Economic Growth: Agricultural Sector

To meet the Mission's request to focus on frameworks and indicators, each PMP narrows the scope of its content to address the following common elements:

Results Framework: This element introduces each programmatic area through a general discussion of objectives, intended results and the components designed to achieve them. The depth of the discussion varies for each PMP depending on whether the PMP is being updated or the PMP and its related framework and indicators are being newly created. The element also presents any considerations that were taken into account in developing the PMP.

Performance Indicators: This element is a brief discussion explaining the mechanics of formulating results frameworks and indicators and where they can be found. Advice on further updating of PMP is provided.

Development Hypothesis and Critical Assumptions: This element presents a discussion of the development hypothesis and critical assumptions associated with the successful implementation of the assistance objective.

Programmatic Concerns: Even though this element is found in all PMPs, the content will vary based on concerns relevant to the development of the PMP. The focus may be on the assistance program, considerations for reporting on data, useful information on recommended types of reports or questions of data quality.

Indicator Reference Sheets: This element incorporates an index of all identified indicators followed by indicator reference sheets for each. The index serves as a guide to the organization of indicators and their relationship to intermediate results and the overarching assistance objective. Each indicator in the index is assigned a unique reference number and page number designating the location of the associated indicator reference sheet to facilitate rapid access.

2.AO I DEMOCRACY AND GOVERNANCE

2.1 RESULTS FRAMEWORK

The most recent Democracy and Governance PMP, originally drafted in 2003 in response to the Mission's Participation Objective¹, underwent revisions in 2004 and a more significant update in March 2006. In the interim, and as the program evolved, minor modifications to the DG results framework occurred, along with changes to existing indicators and the infrequent addition of new indicators as the need arose. While these modifications have not been captured in a revised PMP since 2006, the Mission's Strategy Statement² for 2009 provides a brief but comprehensive narrative of the DG program that reflects the organization of the existing operational results framework.

It must be noted that the Mission intends to undertake a review of the DG strategy in 2010. Consequently, the results framework will most likely be modified to more accurately reflect current and future programmatic priorities. For this reason, the scope of updating the PMP in this section is limited to strengthening the articulation of the AO and IR statements to conform to accepted results language and to reviewing current indicators and recommending improvements only where appropriate.

The Strategy Statement explains that in the uncertain political landscape of Zimbabwe, the fragile composition of the transitional government requires support to reform-minded individuals and institutions, strengthening of the political processes essential for reform, and continued assistance to civil society to assist it with monitoring the implementation of the Global Political Agreement (GPA) and to facilitate national dialogue. The development of a popular constitution and the subsequent national elections are two critical benchmarks in this process. Support for efforts to achieve both benchmarks is therefore central to all areas of activity under AO I.

AO I is to be achieved through three distinct program areas, namely: 1) Increase Democratic Competition, 2) Assist Pro-Democracy Civic Formations, and 3) Support and Promote the Successes of Reform Components of the Transitional Government. Together, these program areas support the country's democratic forces in their efforts to effect a transition to democracy and to prevent a deterioration of the political situation. Activities address the source of Zimbabwe's fragility—centralized, unchecked power in the executive branch and corruption—by supporting organizations and institutions that can build a foundation for democratic accountability.

The above is being achieved through the combined efforts of the Mission's Democracy and Governance portfolio and the country program of USAID's Office of Transition Initiatives. The

¹ Performance Monitoring Plan – Strategic Objective Participation, IBM Business Consulting Services, Updated March 9, 2006.

² As approved by Washington in 2006 and amended in 2009 for a three-year period (through September 2012)

country objectives include: 1) supporting the implementation of the provision and principles of the GPA, and 2) strengthening communities through grassroots initiatives to reduce the likelihood of community-based political violence.

Mission funding is provided to the following program areas.

PROGRAM AREA 1: INCREASE DEMOCRATIC COMPETITION

As the nation moves towards a constitutional referendum and elections, one of USAID's main foci is to help Zimbabweans develop stronger formal mechanisms to express their aspirations through democratic competition. Central to this competition is the ability of political parties to develop popular platforms that respond to the needs and desires of the people and result in a legitimization of democratic governance.

Parties need to make preparations in order to conduct a strong, well-organized campaign and participate actively in the constitutional development process. In addition to technical assistance to develop issues-based platforms, assistance is to restore (and create where they do not exist) party structures around the country, and reinforce the decentralized, resilient structures created more recently. The previously neglected second tier of party leadership will need to be trained and strengthened, particularly as it takes on increased responsibility from long-serving, but otherwise occupied, central leadership. Special emphasis will be placed on maintaining a separation of party governmental activities and party-related work to ensure that the government does not give political favor to only its supporters.

Given the history of electoral fraud in Zimbabwe, it will be critical to have independent civilian oversight of both the constitutional referendum and the electoral procedures through a robust domestic observation effort in combination with parallel vote tabulation. Parties will need to develop political party monitors to strengthen their capacities of electoral dispute resolution. Civil society will need to continue implementing get out the vote campaigns and elections monitoring. Additionally, preparation must take place to facilitate the work of international election observers who will monitor the elections.

PROGRAM AREA 2: ASSIST PRO-DEMOCRACY CIVIC FORMATIONS

With the installation of the transitional government, civil society plays an important role in demanding action from the new government and monitoring the implementation of the GPA. In particular, civil society organizations are in a unique position to solicit public input and create national debate on issues of national interest, particularly in relation to the development of the new constitution and other legislative reforms. This watchdog role is also important to signal to government and to society when there is a lack of accountability and transparency in the political process. To accomplish this, civil society organizations will need to be strengthened to rebuild and develop the capacities needed for sustainability.

Additionally, the democratic forces in Zimbabwe need the support of continued, unbiased reporting to expose the abuses of the regime. Particular attention needs to be focused on disseminating information to townships and rural areas. In order to create the open space needed for discussion and the exchange of ideas, the Mission will invest in community-based radio stations and newspapers. Of particular note, the Voice of America (VOA) program will continue to broadcast daily news programs and will roll out an interactive, call-in radio program. As political space allows, a review and revision of media laws will need to occur.

Violence and the abuse of human rights are endemic characteristics of Zimbabwe's modern history. They have been a ubiquitous feature during both the colonial era and the country's struggle for independence, intensified during the genocide in Matabeleland in the mid-1980's, and appearing again during the late 1990's in response to the rise of an opposition movement. Since independence, the ruling party has relied on organized violence and torture (OVT) as a tool for maintaining political control, with severe consequences for both individual victims and society at large. State-led violence increased significantly during the 2008 election period. The level remains disturbing and is a testament to the effectiveness of state intimidation. The current political imbalance in the security sector and overall fragility of the transitional government make the situation extremely volatile, particularly as the nation enters the critical process of constitutional reform and elections. Numerous local and international organizations have amply documented the GOZ's responsibility for an egregious pattern of torture and human rights abuse. Research shows that large numbers of Zimbabweans suffer from physical and/or psychological disabilities, either from direct experience of OVT or from the fear and intimidation that remains after the victimization of relatives and neighbors.

Given the long-term, debilitating effects of OVT on individuals and communities in Zimbabwe, the complex issues surrounding the use of torture must be addressed as part of a holistic and comprehensive program that deals with the immediate consequences of violence as well as activities to combat future violence. Such a holistic program must monitor and document violence, seek legal redress, support local and international advocacy and accountability, and promote community level peace-building.

PROGRAM AREA 3: SUPPORT AND PROMOTE THE SUCCESSES OF REFORM COMPONENTS OF THE TRANSITIONAL GOVERNMENT

The first step along the way to normalizing the situation in Zimbabwe is the development of a constitution drafted with participation of the public. All members of society bear a responsibility for participating in this process to ensure its durability and adherence. However, it will be the responsibility of the government to ensure that appropriate systems are put into place to allow participation, bring the process to conclusion, and put into place associated policy and regulatory reforms. Both the executive branch and Parliament will be strengthened under IR 1.3 to carry out this task with an emphasis on inclusivity. Under IR 1.2, the complementary participation of civil society in this process is addressed.

Under the GPA, the division of Ministries placed critical development operations under the purview of new Ministers with the responsibility of implementing reforms, promulgating a new constitution, and responding to a crisis level meltdown of economic and social systems. The majority of these ministries is faced with pressing delivery issues due to a legacy of mismanagement, corruption, brain drain and lack of resources. Programs, systems, policies and infrastructure are antiquated, hierarchical, and unresponsive and thus are in no position to serve the people. Particularly because so many of the members of the transitional government have spent years as part of the opposition, there is also a critical need for organizational management capacity building. USAID activities in this area will strengthen reform-minded components of the public sector executive function (such as Parliament, the Office of Prime Minister, and key line ministries) to initiate democratic reforms and to carry out the functions of the State.

The Parliament of Zimbabwe is, for the first time, in a position to work with the executive branch to implement key reforms. It also has a critical role to play in the oversight of the GPA, the performance of the transitional government, and the development of a new and popular constitution. Parliament must be seen to make transparent decisions in order to avoid the appearance of continued authoritarian leadership. This can be achieved through improved management and operations, greater dialogue with the public, and inclusion of civil society in decisions made by Parliament.

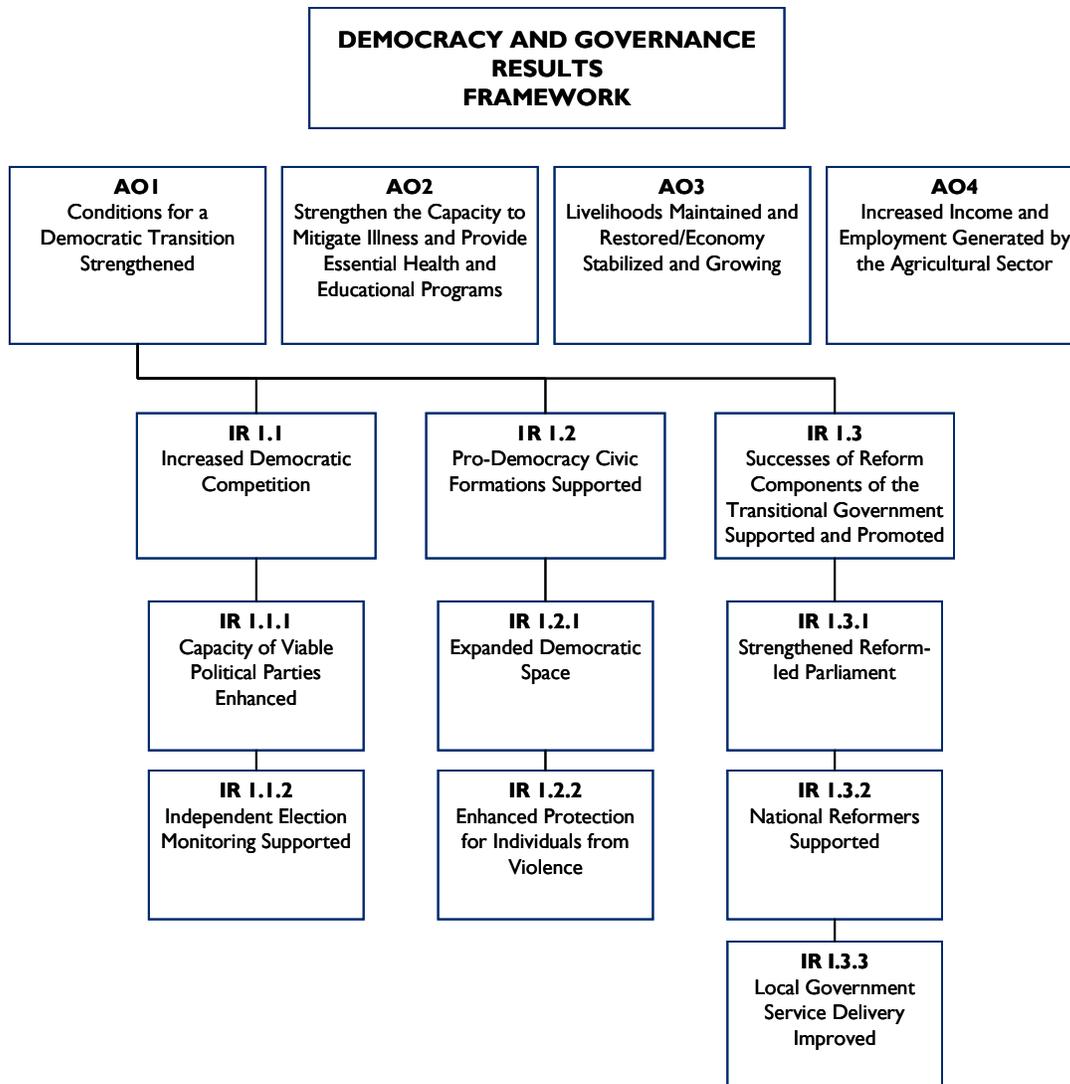
In the areas of rule of law, justice, and security reform the Mission believes that a level of flexibility is required. Given the sensitivity of each of these sectors and the fact that their leadership remains in the hands of hard line ZANU-PF it is difficult to anticipate future opportunities to encourage reform. Thus, the Mission will seek opportunities for engagement and continue to work with other donors to coordinate analysis, policy dialogue, and opportunistic interventions.

As a true reflection of the will of the people, the majority of local governments swung to the opposition in the 2008 election. However, like the national government, local governments remain poorly organized, highly politicized, and severely under-resourced. New councilors are ill-equipped to take on the task and are faced with enormous expectations from their constituencies. Through capacity building support at both the central and local levels of government, a foundation for democratic accountability will be established.

The Mission's program will work towards demonstrating the success of reformers in order to build confidence in the transitional government and momentum for reform. The local government structures provide opportunities for visible, fast progress to show that the change in government behavior is delivering services for the people. It is crucial, however, that local governments receive training as they are composed of many first-term council members, and obtain technical assistance for revenue generation, which is a critical precondition for providing the necessary services to their constituents. USAID will work with local governments to strengthen formal, public institutions that have been successful at providing services in the past and may be quickly rehabilitated.

The recent amendment to the constitution, Amendment 19, called for the reform of the Zimbabwe Electoral Commission (ZEC). This may afford some windows of opportunity for strengthening of electoral institutions. The Mission will work with the transitional government and other stakeholders on the electoral framework and electoral reforms required under the GPA to prepare for both electoral processes. It is critical that the ZEC be viewed as a credible and independent institution to promote transparency and fairness.

The results framework below incorporates suggested changes in the wording of the AO and IR statements. In light of the upcoming D&G strategy review, no changes other than the reformulation of statements are included in the framework.



2.2 PERFORMANCE INDICATORS

The Results Framework at a general level describes how activities, outputs and outcomes are intended to work together to result in achievement of an objective. Indicators are then used to measure intended changes as defined in the Results Framework. A full set of indicators has been identified and described in detail including each indicator’s definition, utility, unit of measure, data source(s), baseline and targets, etc. The full set of PMP Indicators organized by AO and IR levels can be found in **Section 2.5 Indicator Reference Sheets**.

The indicators are recommended as being appropriate for this current initial phase of the five-year PMP cycle, and may need to be modified in the future.³ As explained in ADS 203.3.4.7, “It is

³ According to ADS 203.3.4.6, AO Teams are reminded that, “USAID Missions/Offices must consult with the Bureau of Global Health before making changes to any HIV/AIDS or malaria program performance indicators.

expected that over the life-cycle of a project, different types of indicators will be more informative at different times: in the early stages, output indicators will be the primary source of performance information, while at later stages outcome and impact indicators will be more important.” The full set of indicators has been specified at the outset, and even indicators that are subsequently dropped – for instance, because they are unsatisfactory or are no longer used because their targets have been met – should be retained for reference in PMP records.

2.3 CRITICAL ASSUMPTIONS

The Performance Monitoring Plan for the Participation Strategic Objective, as updated in 2006, reflects a DG program that stressed the involvement of legislature, civil society, media, and person affected by crisis. While the DG program has evolved and expanded since 2006, several critical assumptions noted in the 2006 PMP have applicability today and most certainly in the future. The two poignant critical assumptions at the implementation level are:

1. NGO provisions are not selectively applied by Government of Zimbabwe.
2. There is no further breakdown in the rule of law and no marked increase in torture and repression.

The Strategy Statement for USAID/Zimbabwe, amended in 2009, identifies additional critical assumptions pertinent to the success of DG programming. They include:

1. A functioning, transparent, and responsive government.
2. An adequate demonstration of commitment by government to the five principles for re-engagement.⁴
3. Inclusion and participation of reform-oriented civil servants within the transitional government.
4. Progressive civil society organizations willing to operate in a politically restricted environment.

Also applicable today and possibly in the future are the AO-level critical assumptions identified in the Activity Approval Document for FY 2009 - FY 2011 DG Programs. They are:

1. Elections occur in two to three years.
2. The Government of National Unity succeeds.

At the time of the DG strategy review the three sets of assumptions will require consideration.

2.4 PROGRAM MANAGEMENT

In the first and second quarter of 2008, the USAID/Zimbabwe DG team, with assistance from the Program Office, conducted a data quality assessment on program indicators that it reports

⁴ USAID/Zimbabwe Strategy Statement, Approved in 2006 and amended in 2006, Annex 6: Donor Principles and Benchmarks for Re-Engagement.

to USAID/Washington. The methodology involved a process of qualitatively assessing the partners' data collection and reporting processes for the performance indicators against the standard definitions of the five data quality measures of validity, reliability, timeliness, precision, and integrity. Data verification was done for either 2006 or 2007 performance data depending on when performance measurement commenced.

The DQA presented a series of findings and recommendations regarding the quality of the indicators and for which significant improvement was noted during the course of developing this PMP. Notable among the improvement are:

1. Implementing partners are aware of what constitutes a performance monitoring plan and have plans that are in place and functional.
2. Implementing partners have and use valid data collection instruments.

Several areas requiring further verification include:

1. Maintenance of original data collection instruments in order to facilitate verification of performance data from source documents.
2. Maintenance of hard copy filing systems.
3. Maintenance of a system of password protected electronic files.

USAID policy (ADS 203) requires that a DQA be conducted at least once every three years for all performance indicators. As the Mission prepares to undertake a review of the DG strategy, it is recommended that a follow-up assessment be considered in conjunction with the review.

2.5 INDICATOR REFERENCE SHEETS

This section provides both Indicators Index and Performance Indicator Reference Sheets for each indicator in the Democracy and Governance PMP framework, organized by sections that correspond to the Results Framework.

The Democracy and Governance Indicators Index distinguishes between standard indicators and custom indicators. Standard indicators are common to all USAID Missions, collected by implementing partners, collated by the Mission and reported to Washington. Custom indicators are developed by the Mission in collaboration with the implementing partners. The data associated with the custom indicators is collected by the partners and reported to the Mission for internal program management. Custom indicators may also be reported to Washington.

The index also shows a four-character reference that precedes all indicators. The reference is structured to show precisely to which AO, IR or sub-IR the indicator pertains, as well as the order in which the indicators falls. The following table explains the reference structure.

Indicator 1.0.0-a		Indicator 1.2.1-c	
1.	AO 1	1.	AO 1
0.	no lower level association	2.	IR 1.2
0	no lower level association	1	IR 1.2.1
-a	sequential order of the indicator	-c	sequential order of the indicator

Every indicator is followed by a page number which directs the reader to the page where the specific Performance Indicator Reference Sheet is found.

All standard indicators include an additional trailing reference. This reference keys the standard indicator to the AID/Washington objective of Governing Justly & Democratically GJD. As presented in the index, each standard indicator is associated with the AO or the IR to which it is most closely related. This method of organization permits the Mission to extract the standard indicators from the index for reporting to Washington and use the indicators for internal reporting purposes. The Reference Sheets provide a full explanation of the standard indicator reference key.

DEMOCRACY AND GOVERNANCE INDICATORS INDEX

AO I Conditions for a Democratic Transition Strengthened

Standard Indicators

- 1.0.0-a Constitution incorporating fundamental freedoms drafted with USG assistance (GJD 2.1.1.A) (page 21)

Custom Indicators

- 1.0.0-b Number of USAID-supported organizations, networks, or groups who have undertaken successful action to promote or defend democratic space in Zimbabwe. (page 22)
- 1.0.0-c Number of draft laws accompanied by technical analysis and subject to review by legislative committees receiving USG assistance (page 23)
- 1.0.0-d CSO perception of valid engagement with parliament on issues relevant to their concern (page 24)

IR 1.1 Increased Democratic Competition

IR 1.1.1 Capacity of Viable Political Parties Enhanced

Standard Indicators

- 1.1.1-a Number of individuals who receive USG assisted political party training (GJD 2.3.3.A) (page 25)

IR 1.1.2 Independent Election Monitoring Supported

Standard Indicators

- 1.1.2-a Number of domestic election observers trained with UGS assistance (GJD 2.3.2.A) (page 26)
- 1.1.2-b Number of election observation tools (quick count, exit polls, pre and post election reports etc.) supported by the USG that are appropriately implemented (GJD 2.3.2.B) (page 27)

IR 1.2 Pro-Democracy Civic Formations Supported

Standard Indicators

- 1.2.0-a Number of local CSOs strengthened that promote the electoral reform and/or improvements in the electoral system (GJD 2.3.2.G) (page 28)
- 1.2.0-b Number of local CSOs strengthened that promote the political participation and voter education (GJD 2.3.2.H) (page 29)
- 1.2.0-c Number of civil society organizations using USG assistance to improve organizational capacity (GJD 2.4.1.A) (page 30)
- 1.2.0-d Number of civil society organizations using USG assistance to promote political participation (GJD 2.4.1.B) (page 31)
- 1.2.0-e Number of advocacy campaigns supported by USG (GJD 2.4.1.C) (Page 32)
- 1.2.0-f Number of independent and democratic trade/labor unions supported by USG to promote international core labor standards (GJD 2.4.1.D) (Page 33)
- 1.2.0-g Number of participants in USG-funded programs supporting participation and inclusion of traditionally marginalized ethnic minority and/or religious minority groups (GJD 2.4.1.E) (Page 34)
- 1.2.0-h Number of people who have completed USG assisted civic education programs (GJD 2.4.1.F) (Page 35)

Custom Indicators

- 1.2.0-i Number of targeted CSOs that Work at the National Level that Show Improvement on the Advocacy Index (Page 36)

IR 1.2.1 Expanded Democratic Space

Standard Indicators

- 1.2.1-a Number of campaigns supported by USG to foster public awareness and respect for rule of law (GJD 2.2.2.B) (Page 37)
- 1.2.1-b Number of civil society organizations receiving USG assisted training in advocacy (GJD 2.2.1.A) (Page 38)
- 1.2.1-c Number of USG assisted civil society organizations that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees (GJD 2.2.1.G) (Page 39)
- 1.2.1-d Number of consensus-building processes assisted by USG (GJD 2.3.1.A) (Page 40)
- 1.2.1-e Number of groups trained in conflict mediation/resolution skill with USG assistance (GJD 2.3.1.B) (Page 41)
- 1.2.1-f Number of groups trained in inclusive consensus building techniques with USG assistance (GJD 2.3.1.C) (Page 42)
- 1.2.1-g Number of USG assisted consensus building processes resulting in an agreement (GJD 2.3.1.D) (Page 43)

- 1.2.1-h Number of consensus building processes assisted by UGS (GJD 2.3.1.A) (Page 44)
- 1.2.1-i Number of people reached by USG assisted voter education (GJD 2.3.2.1) (Page 45)
- 1.2.1-j Number of policies that have been influenced by CSOs (GJD 2.4.1.G) (Page 46)
- 1.2.1-k Number of positive modifications to enabling legislation/regulation for civil society accomplished with USG assistance (GJD 2.4.1.H) (Page 47)
- 1.2.1-l Number of USG assisted civil society organizations that engage in advocacy and watchdog functions (GJD 2.4.1.I) (Page 48)
- 1.2.1-m Number of media civil society organizations and/or support institutions assisted by USG (GJD 2.4.2.C) (Page 49)
- 1.2.1-n Number of non-state news outlets assisted by USG (GJD 2.4.2.E) (Page 50)
- 1.2.1-o Number of daily listeners of the VOA program (GJD 2.4.2) (Page 51)

Custom Indicators

- 1.2.1-p Number of targeted CSOs that show improvement in their organizational capacity as measured by the compliance standard (Page 52)
- 1.2.1-q Number of targeted CSOs that work at the national/local levels who have taken action to influence public policy and regulations (Page 53)
- 1.2.1-r Number of people trained on organizational capacity within targeted CSOs (Page 54)
- 1.2.1-s Number of people trained on issues related to the promotion of governance (Page 55)
- 1.2.1-t Number of regular Studio 7 listeners (Page 56)
- 1.2.1-u Number of regular Studio 7 listeners who consider the station to be a trusted news source (Page 57)
- 1.2.1-v Number of public meetings held by USAID-supported CSOs to collect/disseminate information to promote alternative media sources (Page 58)

IR 1.2.2 Enhanced Protection of Individuals from Violence

Standard Indicators

- 1.2.2-a Number of domestic human rights NGOs receiving USG support (GJD 2.1.4.C) (Page 59)
- 1.2.2-b Number of public advocacy campaigns on human rights supported by USG (GJD 2.1.4.E) (Page 60)

Custom Indicators

- 1.2.2-c Number of human rights violations reported to the UN Rapporteur of

Human Rights (Page 61)

- 1.2.2-d Number of victims of torture provided with legal support (Page 62)
- 1.2.2-e Number of victims of torture provided with medical and psycho-social support (Page 63)
- 1.2.2-f Number of victims of torture who access medical services in South Africa (Page 64)
- 1.2.2-g Number of accurate documentation of human rights abuses and medical affidavits for legal reparation (Page 65)
- 1.2.2-h Number of people trained in human rights (Page 66)

IR 1.3 Successes of Reform Components of the Transitional Government Supported and Promoted

Custom Indicators

- 1.3.0-a Number of Parliamentary Committee meetings open to citizens, citizen groups and the media (Page 67)

IR 1.3.1 Strengthened Reform-led Parliament

Standard Indicators

- 1.3.1-a Number of national executive oversight actions taken by legislature receiving USG assistance (GJD 2.2.1.D) (Page 68)
- 1.3.1-b Number of national legislators and national legislative staff attending USG sponsored training or educational events (GJD 2.2.1.E) (Page 69)
- 1.3.1-c Number of public forums resulting from USG assistance in which national legislators and members of public interact (GJD 2.2.1.F) (Page 70)

Custom Indicators

- 1.3.1-d Index score for assessing quality of legislative process (Page 71)
- 1.3.1-e Index score for assessing quality of parliamentary committees (Page 72)
- 1.3.1-f Index score for assessing openness of parliament (Page 73)
- 1.3.1-g Index score for assessing quality of the budget process (Page 74)

IR 1.3.2 National Reformers Supported

IR 1.3.3 Local Government Service Delivery Improved

Standard Indicators

- 1.3.3-a Number of individuals who received USG assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (GJD 2.3.3.A) (Page 75)

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

Indicator 1.0.0-a: Constitution incorporating fundamental freedoms drafted with USG assistance (GJD 2.1.1.A)

DESCRIPTION

Definition: Fundamental freedoms include religion, peaceful assembly, association & expression

Unit of Measure: Constitution deemed to embolden fundamental freedoms

Disaggregated by: None

Justification/Management Utility: The Constitution is the fundamental document, backed up by the state and protected by law, on which democracy is based. Although the constitution alone does not guarantee freedoms, it does indicate a serious level of public commitment and sets a standard for government to follow.

PLAN FOR DATA COLLECTION

Data Collection Method: Observation and tracking of proposed constitutional reforms

Data Source(s): Parliamentary debates primarily or Perception survey if warranted.

Frequency of Collection: Annually

Estimated Cost of Collection: Man-hours of USAID and Implementing Partner staffs

Responsible Individual(s): USAID and Implementing Partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: This is a new indicator and therefore DQA is to be conducted in December 2010

Known Data Limitations and Significance (if any): Qualitative assessment of reforms factors into validity of proposed reforms

Actions Taken or Planned to Address Data Limitations: Consultation between USAID and Partners

Date of Future Data Quality Assessments: 2010

Procedures for Future Data Quality Assessments: USAID M&E Specialist will conduct DQA using USAID DQA Criteria. Findings will be documented and action plans, including timelines for correcting any identified weaknesses will be put into place.

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO I: Conditions for a Democratic Transition Strengthened

Indicator 1.0.0-b: Number of USAID-supported organizations, networks, or groups who have undertaken successful actions to promote or defend democratic space in Zimbabwe

DESCRIPTION

Definition: This indicator is identified with the Mission's Participation Objective. Successful is defined as having achieved 80% of the stated objectives/deliverables as outlined in the grant agreement.

Unit of Measure: Number of organizations defending democratic space

Disaggregated by: Organization type

Justification/Management Utility: USAID-supported organizations are instrumental in promoting and defending the democratic space in Zimbabwe through achieving the results stipulated in their respective grant agreements. Tracking their achievements will provide a strong indication of the contribution they are making in defending the democratic space.

PLAN FOR DATA COLLECTION

Data Collection Method: Observation of Mission-supported organizations with focus on implementation plans and deliverable schedules

Data Source(s): Implementing Partners

Frequency of Collection: Annually

Estimated Cost of Collection: Reflected in partners' operating budgets

Responsible Individual(s): COTR of partners' programs

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Unknown

Known Data Limitations and Significance (if any): Requires a degree of subjective assessment of organizations' achievement of promoting democratic space

Actions Taken or Planned to Address Data Limitations: Unknown

Date of Future Data Quality Assessments: 2011

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation: Subjective determination of percentage completion of deliverables as stated in the grant agreements.

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Indicator originally linked to prior SO: Manage crises and promote stability, recovery, and democratic reform.

PERFORMANCE INDICATOR REFERENCE SHEET

AO I: Conditions for a Democratic Transition Strengthened

Indicator 1.0.0-c: Number of draft laws accompanied by technical analysis and subject to review by legislative committees receiving USG assistance

DESCRIPTION

Definition: Technical analysis includes any type of research, report, analysis or other type of fact-based document that provides information about the problem being addressed, policy being proposed, background, results and potential impact of draft laws. The technical analysis must be used by the legislative committee in its review and consideration of the relevant draft law.

Unit of Measure: Number of draft laws

Disaggregated by: None

Justification/Management Utility: Effective and efficient committee processes are an integral part of any democratic legislature. In order for these committees to make informed decisions concerning draft laws and policies, they need access to fact-based in-depth information and analysis on draft laws.

PLAN FOR DATA COLLECTION

Data Collection Method: Tracking of Bills reviewed by parliamentary committees

Data Source(s): Implementing partners

Frequency of Collection: Annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): USAID

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: To be determined by AOI Team

Known Data Limitations and Significance (if any): Evidence of review by implementing partner of technical analysis must be maintained

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: 2011

Procedures for Future Data Quality Assessments: Refer to 2008 DQA for review of similar indicator - Number of Actions on Draft Legislation Taken By Legislature Receiving USG Assistance.

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO I: Conditions for a Democratic Transition Strengthened

Indicator 1.0.0-d: CSO perception of valid engagement with parliament on issues relevant to their concern

DESCRIPTION

Definition: This indicator was added to Participation indicators in 2006

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO I: Conditions for a Democratic Transition Strengthened

IR I.I: Increased Democratic Competition

IR I.I.I: Capacity of Viable Political Parties Enhanced

Indicator I.I.I-a: Number of individuals who receive USG assisted political party training (GJD 2.3.3.A)

DESCRIPTION

Definition: Number of political party representatives, political grouping representatives, and independent candidates who received USG-supported training in political party strengthening (e.g., campaign techniques, membership development, constituency outreach, platform design, communication skills, transparency, fundraising, campaign finance, etc.). Training refers to all training or education events whether short-term or long-term, in-country or abroad.

Unit of Measure: Number of individuals

Disaggregated by: Gender

Justification/Management Utility: This indicator is one measure of the support the USG provides to political parties and groupings in improving their effectiveness and becoming more internally democratic.

PLAN FOR DATA COLLECTION

Data Collection Method: Tracking to be conducted by participant lists

Data Source(s): Implementing partners

Frequency of Collection: Quarterly and Annual

Estimated Cost of Collection:

Responsible Individual(s): USAID and Implementing Partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): Information is politically sensitive, hampering data collection

Actions Taken or Planned to Address Data Limitations: Ensure a single individual is responsible for data collection and reporting

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				No targets set
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO I: Conditions for a Democratic Transition Strengthened

IR I.1: Increased Democratic Competition

IR I.1.2: Independent Election Monitoring Supported

Indicator I.1.2-a: Number of domestic election observers trained with UGS assistance (GJD 2.3.2.A)

DESCRIPTION

Definition: Number trained in preparation for deployment as observers before or during a national election. Training can be for any amount of time at a USG sponsored event, workshop or seminar.

Unit of Measure: Number of observers

Disaggregated by: Gender

Justification/Management Utility: The indicator measures one aspect of USG support for promoting credible and fair elections.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s): USAID and Implementing Partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Reported in FY 2009 Performance Report that this indicator to be dropped

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.1: Increased Democratic Competition

IR 1.1.2: Independent Election Monitoring Supported

Indicator 1.1.2-b: Number of election observation tools (quick count, exit polls, pre and post election reports etc.) supported by the USG that are appropriately implemented (GJD 2.3.2.B).

DESCRIPTION

Definition: Election observation tools include quick counts, exit polls, pre- or post election assessments, media monitoring, state resource use monitoring, and other activities designed to monitor the conduct of an election.

Unit of Measure: Number of election tools

Disaggregated by: None

Justification/Management Utility: Appropriately implemented election observation tools increase the transparency of electoral processes, and can deter or expose fraud. Observation can also add legitimacy to an election, if merited.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s): Implementing Partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: (DQA reported in 2008 but not verifiable)

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		4		
2011		5		
2012				
2013				
2014				

COMMENTS

Indicator to be dropped according to FY 2009 Performance Report

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

Indicator 1.2.0-a: Number of local CSOs strengthened that promote the electoral reform and/or improvements in the electoral system (GJD 2.3.2.G)

DESCRIPTION

Definition: This includes CSO engaged in activities such as advocacy for changes in electoral framework, technical assistance or advice to electoral management bodies, and other activities designed to improve the electoral system.

Unit of Measure: Number of CSOs

Disaggregated by: None

Justification/Management Utility: This indicator demonstrates that USG programs are building local capacity to support and advocate for electoral and political reform.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: (DQA reported in 2008 but not verifiable)

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		10		
2011		10		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

Indicator 1.2.0-b: Number of local CSOs strengthened that promote the political participation and voter education (GJD 2.3.2.H).

DESCRIPTION

Definition: Strengthening is understood to mean receiving USG assistance in the form of funds, technical assistance and/or training. Activities are those that encourage an engaged, active and informed citizenry, and include - but are not limited to - activities such as public information campaigns, get-out-the-vote campaigns, civic education, etc.

Unit of Measure: Number of CSOs

Disaggregated by: None

Justification/Management Utility: This indicator measures USG efforts to build local capacity to encourage active and informed electorates.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: (DQA reported in 2008 but not verifiable)

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		30		
2011		30		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

Indicator 1.2.0-c: Number of civil society organizations using USG assistance to improve organizational capacity (GJD 2.4.1.A)

DESCRIPTION

Definition: CSOs include labor unions. Improved capacity refers to, inter alia: establishing transparent and accountable financial systems, establishing internal democratic mechanisms, and establishing better ability to represent constituent's interests.

Unit of Measure: Number of CSOs

Disaggregated by: None

Justification/Management Utility: Even with the best of intentions, CSO effectiveness is often severely limited by lack of capacity. This indicator is a measure of how many CSOs are using USG funds to improve capacity.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): None

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: 2011

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		45		
2011		40		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

Indicator 1.2.0-d: Number of civil society organizations using USG assistance to promote political participation (GJD 2.4.1.B)

DESCRIPTION

Definition: Participation is defined as voluntary public participation or involvement in various aspects of the democratic process.

Unit of Measure: Number of CSOs

Disaggregated by: None

Justification/Management Utility: This element measures efforts of USG partners to increase public participation, a crucial element in this program area.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): Unknown

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: 2011

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		60		
2011		55		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

Indicator 1.2.0-e: Number of advocacy campaigns supported by USG (GJD 2.4.1.C)

DESCRIPTION

Definition: Advocacy campaigns can be at the national, regional or local levels.

Unit of Measure: Number of advocacy campaigns

Disaggregated by: None

Justification/Management Utility: Shows output of assistance programs working to enhance the effectiveness of civil society advocacy campaigns at all levels.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): Unknown

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		45		
2011		40		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

Indicator 1.2.0-f: Number of independent and democratic trade/labor unions supported by USG to promote international core labor standards (GJD 2.4.1.D)

DESCRIPTION

Definition: Unions should be autonomous of government, rely on internally democratic procedures and seek to promote and protect freedom of association and collective bargaining.

Unit of Measure: Number of unions

Disaggregated by: None

Justification/Management Utility: Support for this kind of union is key to the promotion of international core labor standards, freedom of association and collective bargaining, and building unions to act as incubators of democratic processes and values.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): 2007 data verified but limitations unknown

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		3		
2011		3		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

Indicator 1.2.0-g: Number of participants in USG-funded programs supporting participation and inclusion of traditionally marginalized ethnic minority and/or religious minority groups (GJD 2.4.1.E)

DESCRIPTION

Definition: Number of participants engaged in USG programs that have within their objectives the promotion of leadership, skill-building, decision-making, civic participation, mobilization, and organization by traditionally marginalized ethnic minority and/or religious minority groups. These programs may be in any sector (such as health, democracy and governance, environment, education, etc.), but they must have a significant emphasis on giving the traditionally marginalized a voice and active role in public policy, decision-making, and in program design, implementation, and evaluation.

Unit of Measure: Number of participants

Disaggregated by: Gender

Justification/Management Utility: While many USG programs may include ethnic and religious minorities as beneficiaries, it is important to discern which activities actually promote their leadership and active engagement in civil society and how many participants are involved in these efforts.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): 2007 data verified but no known limitation reported

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		2500		
2011		2500		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

Indicator 1.2.0-h: Number of people who have completed USG assisted civic education programs (GJD 2.4.1.F)

DESCRIPTION

Definition: Programs are designed to promote understanding the democratic process. A “program” may be a course, seminar, training or school-based class of any length.

Unit of Measure: Number of people

Disaggregated by: Gender

Justification/Management Utility: Better citizen understanding of democratic processes & the role of civil society is essential to a functioning democracy. This indicator measures output of programs designed to foster democratic political culture.

PLAN FOR DATA COLLECTION

Data Collection Method: Data is collected when workshops are held

Data Source(s):

Frequency of Collection: Quarterly

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): No data processing procedures and quality control mechanisms to ensure that data is free from error

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: 2011

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		20,000		
2011		20,000		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

Indicator 1.2.0-i: Number of targeted CSOs that work at the national level that show improvement on the Advocacy Index

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-a: Number of campaigns supported by USG to foster public awareness and respect for rule of law (GJD 2.2.2.B)

DESCRIPTION

Definition: Campaigns include all organized public outreach activities to spread awareness and respect for the rule of law, using, for example, electronic and print media, public meetings, plays, etc.

Unit of Measure: Number of campaigns

Disaggregated by: None

Justification/Management Utility: Measures extent of USG partner outreach activities to publicize and foster respect for the rule of law.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-b: Number of civil society organizations receiving USG assisted training in advocacy (GJD 2.2.1.A)

DESCRIPTION

Definition: Advocacy refers to legal and organized efforts to influence government policy and practice. Training refers to all training or education events whether short-term or long-term, in-country or abroad.

Unit of Measure: Number of CSOs

Disaggregated by: None

Justification/Management Utility: Enhanced skills are essential to improved quality and effectiveness of advocacy, and to improving the advocacy and policy making processes.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Scheduled for December 2010

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		16		
2011		16		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-c: Number of USG assisted civil society organizations that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees (GJD 2.2.1.G)

DESCRIPTION

Definition: To be counted, CSOs need to actively participate in, or engage with, the legislature; for example, attend and contribute to committee meetings, send policy briefs, send comments on proposed legislation, provide research etc.

Unit of Measure: Number of CSOs

Disaggregated by: None

Justification/Management Utility: A measure that captures CSO contribution to democratic policy making and the legislature's acceptance of, and cooperation in, that process.

PLAN FOR DATA COLLECTION

Data Collection Method: Data was collected via committee reports and minutes from portfolio committees

Data Source(s): Implementing partner

Frequency of Collection: Annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): USAID and implementing partner

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): Non availability of committee reports or minutes of meetings to authenticate the executive oversight actions

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		4		
2011		7		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-d: Number of consensus-building processes assisted by USG (GJD 2.3.1.A)

DESCRIPTION

Definition: Consensus-building processes include national/sub-national/local dialogues, referenda, and peace processes.

Unit of Measure: Number of consensus-building processes

Disaggregated by: None

Justification/Management Utility: This indicator seeks to measure USG partner activity in supporting consensus- building processes.

PLAN FOR DATA COLLECTION

Data Collection Method: Creation of participant lists. Data is collected when an event takes place

Data Source(s): Implementing partners

Frequency of Collection: Quarterly

Estimated Cost of Collection: Unknown

Responsible Individual(s): Implementing partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		30		
2011		30		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-e: Number of groups trained in conflict mediation/resolution skill with USG assistance (GJD 2.3.1.B)

DESCRIPTION

Definition: Groups are entities (e.g. NGOs, government, political parties, civil society organizations, unions, employers, factions, media, or ethnic or marginalized groups) involved in (or planning to be involved in) consensus-building processes. Training can be for any amount of time at a USG sponsored event, workshop or seminar.

Unit of Measure: Number of groups

Disaggregated by: None

Justification/Management Utility: This indicator measures the USG efforts to improve local conflict mediation and resolution skills.

PLAN FOR DATA COLLECTION

Data Collection Method: Data is collected when an event takes place

Data Source(s): Implementing partners

Frequency of Collection: Quarterly

Estimated Cost of Collection: Unknown

Responsible Individual(s): Implementing partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): There were no participant lists in place

Actions Taken or Planned to Address Data Limitations: Unknown

Date of Future Data Quality Assessments: 2011

Procedures for Future Data Quality Assessments: Verify existence of participant list and monitoring and evaluation plans

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		15		
2011		10		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-f: Number of groups trained in inclusive consensus building techniques with USG assistance (GJD 2.3.1.C)

DESCRIPTION

Definition: Groups are entities (e.g. NGOs, government, political parties, civil society organizations, unions, employers, factions, media, or ethnic or marginalized groups) involved in (or planning to be involved in) consensus-building processes. Training can be for any amount of time at a USG sponsored event, workshop or seminar.

Unit of Measure: Number of groups

Disaggregated by:

Justification/Management Utility: This indicator measures USG efforts to make consensus-building processes more inclusive and accessible to a broad cross-section of the population.

PLAN FOR DATA COLLECTION

Data Collection Method: Unknown

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): Unknown

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		55		
2011		50		
2012				
2013				
2014				

COMMENTS

Reported in FY 2009 Performance Report that this indicator to be dropped

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-g: Number of USG assisted consensus building processes resulting in an agreement (GJD 2.3.1.D)

DESCRIPTION

Definition: Consensus-building processes include: national/sub-national/local dialogues, referenda, peace processes). Agreement can take the form of plans of action, constitutions, constitutional amendments, draft legislation, legislation on electoral frameworks issues, statutes, regulations, and peace agreements.

Unit of Measure: Number of processes

Disaggregated by: None

Justification/Management Utility: This indicator seeks to measure whether a consensus building process results in an agreement or resolution of national issues, in written or other form.

PLAN FOR DATA COLLECTION

Data Collection Method: Indicator tracked by focusing on agreements from consensus building processes within the participating organization or group of organizations

Data Source(s): Implementing partners' records

Frequency of Collection: Quarterly

Estimated Cost of Collection: Unknown

Responsible Individual(s): Implementing partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): Operational definition is not consistent with USAID's definition.

Actions Taken or Planned to Address Data Limitations: Reconciliation of inconsistent definitions

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments: Data collection, processing, and maintenance procedures should be put in place. Improvements to hard copy filing recommended.

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		30		
2011		20		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-h: Number of consensus building processes assisted by UGS (GJD 2.3.1.A)

DESCRIPTION

Definition: Consensus-building processes include national/sub-national/local dialogues, referenda, peace processes.

Unit of Measure: Number of consensus-building processes

Disaggregated by: None

Justification/Management Utility: This indicator seeks to measure USG partner activity in supporting consensus-building processes.

PLAN FOR DATA COLLECTION

Data Collection Method: See Comments

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Reported in FY Performance Report that this indicator to be dropped

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-i: Number of people reached by USG assisted voter education (GJD 2.3.2.1)

DESCRIPTION

Definition: Number of people reached by USG-supported materials, messages and other educational forms of information about elections. This number can include people receiving distributed pamphlets, PSA broadcast estimated audience, etc.

Unit of Measure: Number of people

Disaggregated by: None

Justification/Management Utility: Reach of voter education indicates that citizens were provided with the information they need to exercise their vote in an informed manner.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		0		
2011		3,500,000		
2012				
2013				
2014				

COMMENTS

This indicator to be dropped according to FY 2009 Performance Report

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-j: Number of policies that have been influenced by CSOs (GJD 2.4.1.G)

DESCRIPTION

Definition: Public policies and laws influenced by civil society organizations' advocacy agenda and awareness campaigns are expected to improve the government's course of action and civil administration as demonstrated by the government institutions' written evidence at the national, regional or local levels.

Unit of Measure: Number of policies positively influenced by civil society organizations

Disaggregated by: Local, regional, and national

Justification/Management Utility: This indicator shows the outcome of assistance programs working to enhance the effectiveness of civil society organizations' influence and role in decision making in order to improve government administration and procedures at all levels.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

The number of public policies and laws that have changed in accordance with civil society agendas may also include detrimental laws defeated. While the unit number is potentially deceptive (one change could have more impact than many changes), the trend line for this indicator would gradually rise as government becomes more accustomed to working with civil society organizations, and civil society organizations become more effective.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-k: Number of positive modifications to enabling legislation/regulation for civil society accomplished with USG assistance (GJD 2.4.1.H)

DESCRIPTION

Definition: Positive modifications are new or amended laws or regulations that are considered to protect and promote independent media development and freedom of the press.

Unit of Measure: Number of positive modifications

Disaggregated by: None

Justification/Management Utility: Indicator measures outcome of USG assistance to improve the quality of the legal enabling environment for independent media, freedom of speech, and of the press.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-I: Number of USG assisted civil society organizations that engage in advocacy and watchdog functions (GJD 2.4.1.I)

DESCRIPTION

Definition: CSOs must be actively engaged in these functions, and be able to demonstrate that they are so engaged.

Unit of Measure: Number of CSOs

Disaggregated by: None

Justification/Management Utility: Advocacy and 'watchdog' functions are essential aspects of democratic policy making, citizen participation and oversight of all branches of government.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-m: Number of media civil society organizations and/or support institutions assisted by USG (GJD 2.4.2.C)

DESCRIPTION

Definition: To qualify CSOs and institutions must have 'the media' as at least one substantive component of their mission or agenda.

Unit of Measure: Number of CSOs and support organizations

Disaggregated by: None

Justification/Management Utility: Media CSOs protect freedom of the press and expression and promote quality of journalism, thereby bolstering all democratic processes and transparency.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Eventually this number should go down as they become more self-sufficient

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-n: Number of non-state news outlets assisted by USG (GJD 2.4.2.E)

DESCRIPTION

Definition: Number of non-state-controlled news outlets (e.g., private TV, radio, print or internet media outlets that produce news) that receive USG assistance such as training, grants, or other support designed to improve the quantity and quality of professional and objective news available to the public.

Unit of Measure: Number of news outlets

Disaggregated by: None

Justification/Management Utility: Indicator measures USG activity aimed at strengthening independent sources of professional and objective news and information.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-o: Number of daily listeners of the VOA program (GJD 2.4.2)

DESCRIPTION

Definition: Listeners are individuals who tune into VOA sponsored broadcasts and/or participate in radio call-in shows.

Unit of Measure: Number of listeners

Disaggregated by: None

Justification/Management Utility: Potential is strong for significant impact on expanding access to independent media that will serve to increase pressure on the transitional government.

PLAN FOR DATA COLLECTION

Data Collection Method: Collected through a listenership survey

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Data quality assessments have not been conducted for this indicator since the partner is based in the United States of America.

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-p: Number of targeted CSOs that show improvement in their organizational capacity as measured by the compliance standard.

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-q: Number of targeted CSOs that work at the national/local levels who have taken action to influence public policy and regulations.

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-r: Number of people trained on organizational capacity within targeted CSOs

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-s: Number of people trained on issues related to the promotion of governance

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-t: Number of regular Studio 7 listeners

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-u: Number of regular Studio 7 listeners who consider the station to be a trusted news source

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.1: Expanded Democratic Space

Indicator 1.2.1-v: Number of public meetings held by USAID-supported CSOs to collect/disseminate information to promote alternative media sources

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.2: Enhanced Protection of Individuals from Violence

Indicator 1.2.2-a: Number of domestic human rights NGOs receiving USG support (GJD.I.4.C)

DESCRIPTION

Definition: Number of domestic non-governmental organizations focusing on human rights that receive USG assistance. To be considered a Human Rights NGO, the NGO should be focused on strengthening human rights, e.g. in providing services, reporting, advocacy, outreach, education or protection of citizens. USG assistance includes training, grants or other support designed to improve the human rights services, reporting, and advocacy for the citizens). "Support" requires that assistance was provided as a result of USG programs, whether short-term or long-term, in-country or abroad.

Unit of Measure: Number of NGOs

Disaggregated by: None

Justification/Management Utility: Indicator measures the output of USG assistance aimed at strengthening human rights NGOs

PLAN FOR DATA COLLECTION

Data Collection Method: Data collected and reported by implementing partners

Data Source(s): Implementing partners

Frequency of Collection: Annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): USAID and implementing partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): None – Data verified during 2008 DQA

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: To be determined by AOI Team

Procedures for Future Data Quality Assessments: Partners to verify that sub grantees have data collection processes in place

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		50		
2011		55		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.2: Enhanced Protection of Individuals from Violence

Indicator 1.2.2-b: Number of public advocacy campaigns on human rights supported by USG (GJD 2.1.4.E)

DESCRIPTION

Definition: Campaigns include all organized outreach activities intended to build support for the cause, relying, for example, on electronic media, print media, public meetings, plays, etc.

Unit of Measure: Number of campaigns

Disaggregated by: None

Justification/Management Utility: Public outreach is an important way of building support and respect for human rights practice and legislation.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s): Implementing partners with sub-grantees

Frequency of Collection: Annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): USAID and Implementing partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): None

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: This is a new indicator. DQA to be conducted in December 2010

Procedures for Future Data Quality Assessments: Verification that partners have data collection and reporting processes in place

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		16		
2011		16		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.2: Enhanced Protection of Individuals from Violence

Indicator 1.2.2-c: Number of human rights violations reported to the UN Rapporteur of Human Rights

DESCRIPTION

Definition: A violation of publicly recognized minimum standards of behavior towards human beings.

Unit of Measure: Number of violations reported

Disaggregated by: Region

Justification/Management Utility: Reporting on human rights violations influences perpetrators out of fear that dossiers may be used for future prosecutions, reparations, and other forums for dealing with past abuses.

PLAN FOR DATA COLLECTION

Data Collection Method: Implementing partners track reported cases of violations

Data Source(s): Implementing partners

Frequency of Collection: Annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): USAID and Implementing partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Unknown

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				Target not set
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.2: Enhanced Protection of Individuals from Violence

Indicator 1.2.2-d: Number of victims of torture provided with legal support

DESCRIPTION

Definition: Legal aid or victim's assistance includes legal consultation, advice, representation or mediation services for poor, marginalized or other vulnerable groups who have difficulty paying for or accessing legal services. Legal aid is often combined with referrals or assistance accessing other types of support, including health, psycho-social counseling, etc. Assistance can be provided through state-sponsored public defenders, Bar Associations, NGOs, semi-private or private agencies, or law students through Legal Clinics or internship programs.

Unit of Measure: Number of individuals

Disaggregated by: Male/female, age, rural/urban

Justification/Management Utility: Legal assistance can be critical to expanding access to justice and protecting the rights of vulnerable groups who may not have access to legal representation, or lack knowledge of the justice system, and to ensuring that the justice system does not favor privileged groups.

PLAN FOR DATA COLLECTION

Data Collection Method: Numbers tracked by implementing partners

Data Source(s): Implementing partners

Frequency of Collection: Quarterly and Annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): USAID and Implementing partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Unknown

Known Data Limitations and Significance (if any): Integrity of data must be verified due to possibility of fraudulent claims

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Also reportable under GJD Indicator 1.3 - Number of individuals/groups who received legal aid or victim's assistance with USG support

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.2: Enhanced Protection of Individuals from Violence

Indicator 1.2.2-e: Number of victims of torture provided with medical and psycho-social support

DESCRIPTION

Definition: The indicator measures victims of torture who are provided with medical and psycho-social support services in Zimbabwe.

Unit of Measure: Number of individuals

Disaggregated by: Gender, rural/urban

Justification/Management Utility: Indicator serves to track victims who require services and well as the possible severity of the treatments. Dossiers may prove useful in prosecuting perpetrators of torture.

PLAN FOR DATA COLLECTION

Data Collection Method: Partners track walk-in requests from victims

Data Source(s): Implementing partners

Frequency of Collection: Quarterly and Annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): USAID and implementing partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): Integrity of data due to possible fraudulent claims

Actions Taken or Planned to Address Data Limitations: Ensure tracking procedures are in place

Date of Future Data Quality Assessments: 2011

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				Targets not set
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.2: Enhanced Protection of Individuals from Violence

Indicator 1.2.2-f: Number of victims of torture who access medical services in South Africa

DESCRIPTION

Definition: The indicator measures the number of victims of torture seeking medical services in South Africa.

Unit of Measure: Number of individuals

Disaggregated by: Gender

Justification/Management Utility: Indicator serves to track victims who require services and well as the possible severity of the treatments. Dossiers may prove useful in prosecuting perpetrators of torture.

PLAN FOR DATA COLLECTION

Data Collection Method: Implementing partner vets clients by filling in the intake form, trauma questionnaire, and going through one on one interviews

Data Source(s): Implementing partners

Frequency of Collection: Quarterly and annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): USAID and Implementing partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): Integrity of data when clients use fraudulent documentation to access services.

Actions Taken or Planned to Address Data Limitations: Ensure rigorous vetting procedures are in place

Date of Future Data Quality Assessments: 2011

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				Targets not set
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.2: Enhanced Protection of Individuals from Violence

Indicator 1.2.2-g: Number of accurate documentation of human rights abuses and medical affidavits for legal reparation

DESCRIPTION

Definition: See Comments

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Indicator originally part of Participation Objective. May be replaced with the more current indicator 1.2.2-d Number of victims of torture provided with legal support.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.2: Increased Democratic Competition

IR 1.2.2: Enhanced Protection of Individuals from Violence

Indicator 1.2.2-h: Number of people trained in human rights

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.3: Successes of Reform Components of the Transitional Government Supported and Promoted

Indicator 1.3.0-a: Number of Parliamentary Committee meetings open to citizens, citizen groups and the media

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.3: Successes of Reform Components of the Transitional Government Supported and Promoted

IR 1.3.1: Strengthened Reform-led Parliament

Indicator 1.3.1-a: Number of national executive oversight actions taken by legislature receiving USG assistance (GJD 2.2.1.D)

DESCRIPTION

Definition: Oversight actions include legislative committee investigations, public hearings, formal question and answer sessions, and written interrogatories regarding an executive branch program, decision or action.

Unit of Measure: Number of oversight actions by legislature

Disaggregated by: None

Justification/Management Utility: Oversight actions by the legislature signify efforts by the legislature to oversee, and hold accountable, the executive branch: a key function of democratic legislatures and a key component of a system of democratic checks and balances.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.3: Successes of Reform Components of the Transitional Government Supported and Promoted

IR 1.3.1: Strengthened Reform-led Parliament

Indicator 1.3.1-b: Number of national legislators and national legislative staff attending USG sponsored training or educational events (GJD 2.2.1.E)

DESCRIPTION

Definition: Training refers to any workshops, seminars, conferences, study missions of any duration, in-country or abroad.

Unit of Measure: Number of national legislators and national legislative staff

Disaggregated by: Gender

Justification/Management Utility: The more legislators and legislative staff participate in USG sponsored events designed to transfer legislative knowledge, skills and experience, the better they will be able to perform their legislative duties and functions.

PLAN FOR DATA COLLECTION

Data Collection Method: Implementing partners record names of attendees

Data Source(s): Implementing partners

Frequency of Collection: Annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): USAID and Implementing partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): Limited rigor in recording names of attendees

Actions Taken or Planned to Address Data Limitations: Unknown

Date of Future Data Quality Assessments: 2011

Procedures for Future Data Quality Assessments: Ensure record keeping procedure are in place and followed

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		200		
2011		300		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.3: Successes of Reform Components of the Transitional Government Supported and Promoted

IR 1.3.1: Strengthened Reform-led Parliament

Indicator 1.3.1-c: Number of public forums resulting from USG assistance in which national legislators and members of public interact (GJD 2.2.1.F)

DESCRIPTION

Definition: Public forums are defined as public hearings and town hall meetings.

Unit of Measure: Number of public forums

Disaggregated by: None

Justification/Management Utility: Extensive interaction between legislators and members of the public is an important component of effective representation; a key function of democratic legislatures.

PLAN FOR DATA COLLECTION

Data Collection Method: Data is collected as and when a public forum is conducted

Data Source(s): Implementing partners' records

Frequency of Collection: Annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): Implementing partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2008

Known Data Limitations and Significance (if any): Standard procedure not in place

Actions Taken or Planned to Address Data Limitations: Unknown

Date of Future Data Quality Assessments: 2011

Procedures for Future Data Quality Assessments: Verify that written internal quality control procedures are in place and ensure that data transcribed from hard copies to electronic files are free from significant error.

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		8		
2011		12		
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.3: Successes of Reform Components of the Transitional Government Supported and Promoted

IR 1.3.1: Strengthened Reform-led Parliament

Indicator 1.3.1-d: Index score for assessing quality of legislative process

DESCRIPTION

Definition: Quality of Parliamentary legislative process Index: 1) Use of facts, figures and analysis drawn from reference service, internet or other sources 2) Focus on constituent interests in considering legislation 3) Extent to which testimonies from CSOs and experts are used in committee work 4) Seeking out CSOs and people with diverse views 5) Wide involvement of MPs of divergent opinions 6) Drafting competence, clarity of language of submissions, amendments etc 7) Internal management: agenda, regularity of meetings, management & order of debates 8) Level of expertise/knowledge in relevant policy areas demonstrated by MPs 9) Substantive, alternative policy options suggested & debated 10) Relevance & quality of Parliamentary amendments suggested to bills sponsored by the executive branch.

Unit of Measure: Fraction that represents actual score out of highest possible score

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method: Informant Survey: Each component of the index should be rated on a scale of 0-5 and then totaled by each panel member. Score will range between 0-50. The score should then be averaged for each year.

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2003

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.3: Successes of Reform Components of the Transitional Government Supported and Promoted

IR 1.3.1: Strengthened Reform-led Parliament

Indicator 1.3.1-e: Index score for assessing quality of parliamentary committees

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.3: Successes of Reform Components of the Transitional Government Supported and Promoted

IR 1.3.1: Strengthened Reform-led Parliament

Indicator 1.3.1-f: Index score for assessing openness of parliament

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.3: Successes of Reform Components of the Transitional Government Supported and Promoted

IR 1.3.1: Strengthened Reform-led Parliament

Indicator 1.3.1-g: Index score for assessing quality of the budget process

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 1: Conditions for a Democratic Transition Strengthened

IR 1.3: Successes of Reform Components of the Transitional Government Supported and Promoted

IR 1.3.3: Local Government Service Delivery Improved

Indicator 1.3.3-a: Number of individuals who received USG assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (GJD 2.3.3.A)

DESCRIPTION

Definition: Training refers to all training or education events whether short-term or long-term, in-country or abroad.

Unit of Measure: Number of individuals

Disaggregated by: Gender

Justification/Management Utility: Captures inputs from number of different programs that include training of individuals in instrumental in local governance and/or decentralization.

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s): Implementing partners

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: DQA schedules for 2010

Known Data Limitations and Significance (if any): Reported that data was not disaggregated

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010		500		
2011		500		
2012				
2013				
2014				

COMMENTS

3. AO 2 HEALTH AND EDUCATION

3.1 RESULTS FRAMEWORK

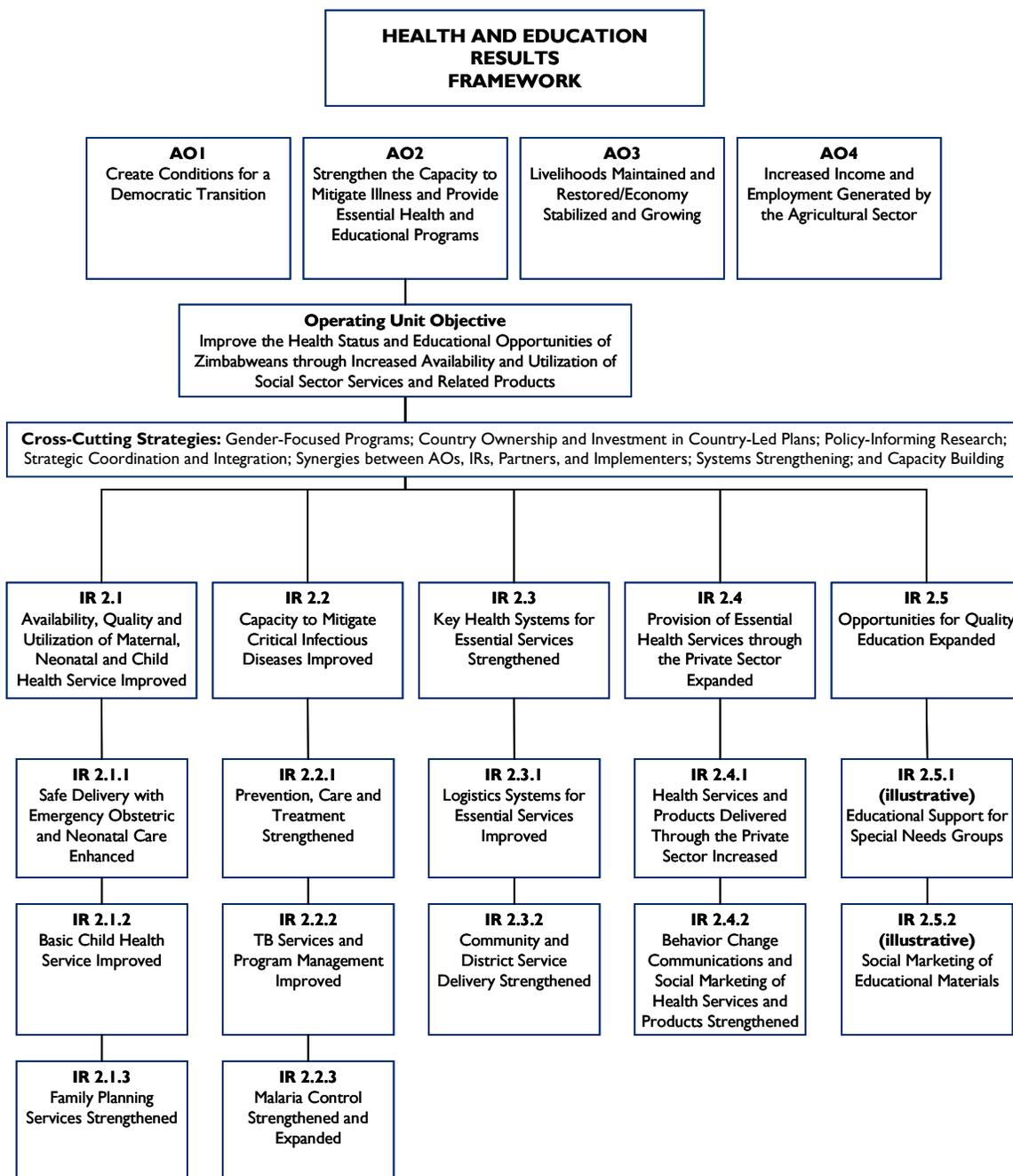
As assistance approaches for Zimbabwe slowly emerge from an emergency relief phase, the Mission is transitioning its programs to a more conventional development posture. The Mission would also like to diversify assistance to the health sector, balancing a continuing flow of funding for HIV/AIDS with additional assistance to address other public health challenges (such as in maternal and child care and re-building front-line services at the district and community levels).

The health issues within the country remain formidable. Zimbabwe's economy has been in decline for almost a decade and suffered a catastrophic failure between late 2007 and early 2009. Many government hospitals closed their doors completely for a time in late 2008 and early 2009. Staff abandoned their posts for lack of pay and many emigrated, hollowing out what had previously been well-trained cadres providing essential health services, especially at the district and sub-district levels. Volunteer community-based health workers disappeared. Traditional drug distribution systems declined and essential maintenance of equipment and infrastructure was not done. Today, the core challenges facing the health sector include rebuilding human resources and the associated organizational processes, re-establishing reliable supplies of essential drugs, reversing a decline in many critical public health indicators, ensuring safe water supplies to avoid another major cholera outbreak, and re-engineering hospital and clinical finances to tackle the proliferation of unregulated user fees.

The basic goal of the Mission's health and education strategy at this point is to reduce mortality and morbidity in Zimbabwe, with a particular focus on women and children. At the goal level, the strategy will be contributing to: reducing maternal mortality; reducing infant and child mortality; lowering the total fertility rate; improving the timing and spacing of pregnancies for better health outcomes; reducing the incidence/prevalence of HIV/AIDS; increasing the quality and length of lives for those affected by or infected with HIV/AIDS; and reducing TB morbidity and mortality. Related to this goal, a key program objective will be to increase the availability of and public access to basic health services, and to improve health outcomes through strengthened health systems, with a particular focus on improving the health of women, newborns and children through the national, country-led programs for infectious diseases, maternal, neonatal, and child health.⁵

The assistance objective and the intermediate results expected for the Mission's health and education program are depicted in the Results Framework shown on the following page.

⁵ Excerpted from the "Zimbabwe Health and Education Strategy 2010-2015", USAID/Zimbabwe Health and Education Office, February 2010.



3.2 PERFORMANCE INDICATORS

The Results Framework generally describes how activities, outputs and outcomes are intended to work together to result in achievement of an objective. Indicators are then used to measure intended changes as defined in the Results Framework. A full set of indicators has been identified and described in detail including each indicator’s definition, utility, unit of measure, data source(s), baseline and targets, etc. The full set of PMP Indicators organized by AO and IR levels can be found in **Section 3.5 Indicator Reference Sheets**.

The indicators are recommended as being appropriate for this current initial phase of the five-year PMP cycle, and may need to be modified in the future.⁶ As explained in ADS 203.3.4.7, “It is expected that over the life-cycle of a project, different types of indicators will be more informative at different times: in the early stages, output indicators will be the primary source of performance information, while at later stages outcome and impact indicators will be more important.” The full set of indicators has been specified at the outset, and even indicators that are subsequently dropped – for instance, because they are unsatisfactory or are no longer used because their targets have been met – should be retained for reference in PMP records.

USAID Missions/Offices generally have the authority to approve changes to PMP performance indicators, and AO Teams are responsible for documenting these changes while updating their PMPs.

3.3 DEVELOPMENT HYPOTHESIS AND CRITICAL ASSUMPTIONS

The development hypothesis and causal pathway for the Health and Education Assistance Objective is rudimentary: (a) Adequate supply of needed public and private services + (b) Sufficient demand and utilization of services = (c) Improved status. At the AO level on the health side, the framework describes an overall portfolio objective that includes reductions in morbidity and mortality through improved availability and utilization of services. The next level of the framework identifies clusters of interventions that are expected to lead to a common intermediate result such as improved availability and utilization. Intermediate Results are further broken down into sub-Intermediate Results with indicators that measure outputs and/or outcomes. Components of the framework are interrelated both hierarchically and laterally. Intermediate Results 1, 2, 3 and 4 are interrelated and complementary.

The development hypothesis at the AO level is consistent with standard social sector programs that have shown good results when sufficient demand can be created and adequate supply can be provided. Realization of desired results is, however, dependent upon several critical assumptions that are specific to the socioeconomic and political environment of Zimbabwe. In sum, it is assumed that:

- Public sector providers will have sufficient financial and human resources as well as an enabling operating environment to meet demand for services.
- Private sector providers will have legal authority, resources, and capacity, as well as an enabling operating environment to complement public services further ensuring that the needs of otherwise underserved groups are met.
- Behavior change communications and strategies initiated by the USAID Health and Education Program will be effective in increasing demand and improving health seeking behaviors among targeted groups.

⁶ According to ADS 203.3.4.6, AO Teams are reminded that, “USAID Missions/Offices must consult with the Bureau of Global Health before making changes to any HIV/AIDS or malaria program performance indicators.

- Sector-wide issues related to costs, financing, and equity of access to social services will be addressed and resolved by sector policy makers, such that the vast majority of Zimbabweans will be able to seek and access affordable social services.
- External partners, including USAID, will continue to work in concert with the GOZ and the MOHCW.

3.4 CROSS-CUTTING PROGRAM MANAGEMENT

Gender considerations. In keeping with Agency guidelines and best practices, women and girls are at the center of USAID’s health strategy. The health and education Assistance Objective, Intermediate Results, and Sub-IRs are designed to strategically integrate gender considerations into all aspects of program implementation. For example, health programs are substantially focused on women as beneficiaries. HIV prevention and treatment activities emphasize the need for empowerment of and protections for women and girls who are frequently vulnerable and victimized in relationships and sexual encounters. Women’s rights and empowerment are inherent in HIV counseling and testing promotion of female condoms gives women an additional tool in negotiating safe sex with male partners, and special attention is given to women and girls who may have been exposed to rape/sexual assault. Men are focused on separately in the promotion of male circumcision as a medically proven procedure for reducing the risk of HIV infection. Other basic health services as supported by the Mission’s health and education programs are specifically focused on women’s health and support to women as mothers and stewards of children’s health, welfare and survival.

Collaboration with external partners and the Ministry of Health and Child Welfare. The health and education strategy as shown in the AO 2 Results Framework is designed to be implemented in concert with host country programs and contribute to government-led efforts to achieve specific national objectives for disease mitigation and improved essential health services. In so doing, the strategy provides a foundation for working closely with the MOHCW, local NGOs, and other domestic stakeholder groups. Virtually all components of the program are designed to be undertaken in collaboration with other USG agencies, bilateral donors and multilateral agencies. The strategy expects to maximize opportunities for joint programming and complementary implementation of assistance within the health sector. The AO 2 Team has close working ties, collaboration, and joint programming in common intervention areas with a number of donors, including UNDP, UNFPA, WHO, The Global Fund, EC, DFID, and CIDA.

Technical leadership. A wealth of data and information are generated by implementing partners both through their individual performance monitoring systems and special or operations research that may be undertaken sporadically. The Mission also periodically undertakes special policy-informing studies, assessments, evaluations, and major national surveys such as the Demographic and Health Survey. In the aggregate, the USAID Health and Education AO Team is well positioned to play a leadership role in donor meetings and discussions, in technical information sharing, and in the area of health sector policy dialogue and advocacy.

Synergies among AO 2 Implementing Partners. AO 2’s Intermediate Results are complementary and interactive, requiring substantial cooperation and support among implementers. For examples, the IR 3 Children First Project that assists orphans and vulnerable children (OVC), the Elizabeth Glasser Pediatric AIDS Foundation that supports Prevention of

Mother-to-Child Transmission (PMTCT), and the Population Services Inc. Partnerships Project jointly contribute to the provision of critical HIV/AIDS prevention, care, treatment, and client support services. The IR 1 MCHIP (maternal and child health), the new family planning support project, and new IR 2 TB control project will all integrate their programs and services with the HIV/AIDS implementers. The IR 3 JSI/DELIVER/Supply Chain Management System Project is engaged in strengthening supply logistics for both public and private service providers with which the IR 1 partners work. Further, the Partners Project will be substantially responsible for implementing Behavior Change Communications (BBC) and social marketing strategies that will promote messages that further the objectives of all other AO implementers.

Systems strengthening and capacity building. All AO implementing partners are intermediaries who are engaged in strengthening existing service delivery systems and the capacities of public and private service providers to deliver services to targeted populations. Partners are actively engaged in technical working groups and forums with other donors and implementing partners. They routinely develop (or assist in developing) technical guidelines, and conduct technical training programs and workshops. For example, the Partners Project supports the operations of 15 local NGOs engaged in a range of HIV/AIDS prevention, treatment, and support services. The World Education program which is involved in providing support to orphans and vulnerable children, works with 19 NGO partners and 160 community-based structures. On the public sector side, the JSI/DELIVER/Supply Chain Management System Project is intended to have a major impact on the national health commodities logistics by unifying the system, strengthening public sector logistics structures and management, and improving the supply of HIV/AIDS and malaria commodities.

3.5 INDICATOR REFERENCE SHEETS

This section provides Performance Indicator Reference Sheets for each indicator in the Health and Education PMP framework, organized by sections that correspond to the Results Framework.

The index also shows a four-character reference that precedes all indicators. The reference is structured to show precisely to which AO, IR or sub-IR the indicator pertains, as well as the order in which the indicators falls. The following table explains the reference structure.

Indicator 2.0.0-d		Indicator 2.4.1-a	
2.	AO 2	2.	AO 2
0.	no lower level association	4.	IR 4.2
0	no lower level association	1	IR 4.2.1
-d	sequential order of the indicator	-a	sequential order of the indicator

Every indicator is followed by a page number which directs the reader to the page where the specific Performance Indicator Reference Sheet is found.

HEALTH AND EDUCATIONS INDICATORS INDEX

AO 2 Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

- 2.0.0-a HIV/AIDS Adult Prevalence (page 83)
- 2.0.0-b Total AIDS Deaths (page 84)
- 2.0.0-c TB Case Notification Rate (page 85)
- 2.0.0-d Maternal Mortality Rate (page 86)
- 2.0.0-e Under 5s Mortality Rate (page 87)
- 2.0.0-f Contraceptive Prevalence Rate (page 88)
- (Education sector interventions and indicators TBD)

Cross-Cutting – Health Systems Strengthening

- 2.0.0-g Percent of Health Facilities Supported (page 89)
- 2.0.0-h Number of People Trained with USAID Funds (page 90)
- 2.0.0-i Number of Technical Assistance Secondments Supported (page 91)

IR 2.1 Availability, Quality and Utilization of Maternal, Neonatal and Child Health Services Imported

IR 2.1.1 Safe Delivery with Emergency Obstetric and Neonatal Care Enhanced

- 2.1.1-a Percentage of deliveries of women attending antenatal care clinics (supported by USAID) that have occurred in the presence of a skilled birth attendant (page 92)

IR 2.1.2 Basic Child Health Services Improved

- 2.1.2-a Percentage of children 12-23 months who are fully immunized (page 93)
- 2.1.2-b Percentage of under 5s receiving antibiotics (page 94)
- 2.1.2-c Percentage of children receiving ORS and zinc for diarrhea (page 95)

IR 2.1.3 Family Planning Services Strengthened

- 2.1.3-a Number of new acceptors of family planning methods (page 96)
- 2.1.3-b Number of women aged 35-49 using long term family planning methods (page 97)

IR 2.2 Capacity to Mitigate Critical Infectious Diseases Improved

IR 2.2.1 HIV/AIDS Prevention, Care and Treatment Strengthened

- 2.2.1-a Number of individuals who received testing and counseling services for HIV and received their results (page 98)
 - 2.2.1-b Number of males 15 years and older circumcised (page 99)
 - 2.2.1-c Number of patients on antiretroviral therapy (page 100)
 - 2.2.1-d Number of HIV positive women attending antenatal clinics receiving a
-

complete course of antiretroviral prophylaxis to reduce the risk of mother-to-child transmission (PMTCT) (page 101)

- 2.2.1-e Number of eligible adults and children provided with a minimum of one care service (page 102)

IR 2.2.2 TB Services and Program Management Improved

- 2.2.2-a Number of HIV-positive patients who were identified as TB suspects and referred to a TB treatment center (page 103)
- 2.2.2-b Percent of patients completing the full course of TB treatment (page 104)

IR 2.3 Key Health Systems for Essential Services Strengthened

IR 2.3.1 Logistics Systems for Essential Services Improved

- 2.3.1-a Percentage of facilities reporting stock out of standard first line adult ARV drugs during a reporting period (page 105)
- 2.3.1-b Percentage of facilities experiencing stock out of male condoms at time of delivery (page 106)

IR 2.4 Provision of Essential Health Services through the Private Sector Expanded

IR 2.4.1 Health Services and Products Delivered Through the Private Sector Increased

- 2.4.1-a Percent of outlets carrying socially-marketed health products (page 107)
- 2.4.1-b Number of health and/or education products market (by type) and distributed through social marketing systems (page 108)

IR 2.4.2 Behavior Change Communications and Social Marketing of Health Services and Products Strengthened

- 2.4.2-a Percent of population 15-49 with correct knowledge of male circumcision for HIV prevention (page 109)
 - 2.4.2-b Number of individuals reached with individual/small group interventions primarily focused on abstinence and/or being faithful (page 110)
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PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

Indicator 2.0.0-a: HIV/AIDS Adult Prevalence

DESCRIPTION

Definition: Adults (aged 15-49) living with HIV/AIDS

Unit of Measure: Percent of the population

Disaggregated by: Age and gender.

Justification/Management Utility: Gives a “snapshot” of how widely the population is affected by the disease.

PLAN FOR DATA COLLECTION

Data Collection Method: Data are reportable through the MOHCW to secondary sources.

Data Source(s): Secondary sources: Population Reference Bureau & UNAIDS

Frequency of Collection: Annually.

Estimated Cost of Collection: Unknown

Responsible Individual(s): MOHCW and secondary source personnel

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): Non-reporting, delayed reporting, and misdiagnosed reporting at primary source level are possible, however, secondary source data have been adjusted, are generally consistent among sources, and are considered to be authoritative.

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: N/A

PERFORMANCE DATA TABLE

Method of Calculation: The adult prevalence rate is calculated by dividing the estimated number of adults living with HIV/AIDS at year end by the total adult population at year end.

Example: HIV/AIDS prevalence in Zimbabwe in 2007 = 15.3% (of the total population)

Key to Table:

Notes on Baseline and Targets: 2007 is the latest year for which baseline data are available. Targets may need to be set in consultation with demographic experts.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

Indicator 2.0.0-b: Total AIDS deaths

DESCRIPTION

Definition: Deaths of persons with an HIV diagnosis (may be due to any cause).

Unit of Measure: Numerical figure

Disaggregated by: At primary source level: age and gender

Justification/Management Utility: Reductions in deaths over time suggest (in part) that PLWA are living longer due (in part) to antiretroviral therapy.

PLAN FOR DATA COLLECTION

Data Collection Method: Data are reportable through the MOHCW to secondary sources.

Data Source(s): Secondary sources: Population Reference Bureau & UNAIDS

Frequency of Collection: At country level: annually with an average 3 year lag time (due to lag time in reporting of deaths within the system. [Note: This is an international standard.] At secondary level: Data updates usually available every 5 years.

Estimated Cost of Collection: Unknown

Responsible Individual(s): MOHCW and secondary source personnel

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): Non-reporting, delayed reporting, and misdiagnosed reporting at primary source level are possible, however, secondary source data have been adjusted, are generally consistent among sources, and are considered to be authoritative.

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: N/A

PERFORMANCE DATA TABLE

Method of Calculation: Tally from primary source records

Example: Total AIDS deaths in Zimbabwe in 2007 = 140,000

Key to Table:

Notes on Baseline and Targets: 2007 is the latest year for which baseline data are available. Targets may need to set in consultation with demographic experts.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

Indicator 2.0.0-c: TB Case Notification Rate

DESCRIPTION

Definition: Cases confirmed and reported (officially “notified”) to the GOZ/MOH.

Unit of Measure: A figure per 100,000 population

Disaggregated by: Age and gender

Justification/Management Utility: Indicates both the estimated magnitude of infections in the population, and the efficiency of the health system in identifying/notifying cases.

PLAN FOR DATA COLLECTION

Data Collection Method: Reports of TB Treatment Centers

Data Source(s): Zimbabwe National Tuberculosis Program; WHO

Frequency of Collection: Annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): NTP

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: N/A

PERFORMANCE DATA TABLE

Method of Calculation: Total population/100,000 x Numerical Tally = cases/100,000

Example:

Key to Table:

Notes on Baseline and Targets: Baseline and targets should be set by USAID, the implementing partner, and NTP, in consultation with WHO.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

Indicator 2.0.0-d: Maternal Mortality Rates

DESCRIPTION

Definition: Maternal death is the death of a woman while pregnant or within 42 days of termination of pregnancy, irrespective of the duration and site of the pregnancy.

Unit of Measure: Numerical figure per 100,000 live births

Disaggregated by: Age and parity, location (urban/rural, major regions/provinces), and socio-economic characteristics (e.g. education level, wealth quintile) are possible.

Justification/Management Utility: Low MMR correlates with wide availability and use of pre- and post-natal care, and attended delivery.

PLAN FOR DATA COLLECTION

Data Collection Method: The RAMOS method (see below)

Data Source(s): Primary: Vital registration, health service records, household surveys, census.
Secondary: WHO

Frequency of Collection: Usually every 5 or so years

Estimated Cost of Collection: Requires special statistical methods and can be costly.

Responsible Individual(s): Especially qualified demographers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: N/A

PERFORMANCE DATA TABLE

Method of Calculation: Because measuring maternal mortality accurately is difficult, various survey methods and models may be used. As one example, the Reproductive-age Mortality Studies (RAMOS) method triangulates different sources of data on deaths of women of reproductive age coupled with record review and/or verbal autopsy to identify maternal deaths. Methodology will depend on the preferences of the demographers involved.

Example:

Key to Table:

Notes on Baseline and Targets: Baseline and targets might be done in consultation with WHO.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

Indicator 2.0.0-e: Under 5s Mortality Rate

DESCRIPTION

Definition: Deaths from all causes in children under 5 years of age

Unit of Measure: Numerical figure per 1,000 live births

Disaggregated by: Gender

Justification/Management Utility: There is a positive correlation between low Under 5s Mortality Rates and adequate child care and child survival services.

PLAN FOR DATA COLLECTION

Data Collection Method: Vital registration or statistical estimates (see below)

Data Source(s): Multiple, i.e., UNICEF, WHO

Frequency of Collection: Annually

Estimated Cost of Collection: Unknown

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: N/A

PERFORMANCE DATA TABLE

Method of Calculation: In the absence of vital registration (which is most commonly the case), Under 5s Mortality estimates can be derived from household survey data using direct or indirect methods including Multiple Indicator Cluster Surveys (MICS) or Demographic and Health Surveys (DHS).

Example:

Key to Table:

Notes on Baseline and Targets: Should be determined in consultation with UNICEF

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

Indicator 2.0.0-f: Contraceptive Prevalence Rate

DESCRIPTION

Definition: Contraceptive prevalence rate is the percentage of women between 15-49 years who practice, or whose sexual partner(s) practice, any form of contraception.

Unit of Measure: Percent

Disaggregated by: Age

Justification/Management Utility: Tracks progress towards health, sex and poverty goals, and is a proxy measure of access to reproductive health services.

PLAN FOR DATA COLLECTION

Data Collection Method: Surveys or statistical estimates based on services statistics (see below).

Data Source(s): ZHDS, WHO

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s): Demographers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: N/A

PERFORMANCE DATA TABLE

Method of Calculation: Estimates can be made by demographers using service statistics and census projections as a denominator.

Example:

Key to Table:

Notes on Baseline and Targets: Baseline and targets should be set in consultation with demographers

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

Cross-cutting : Strengthening Health Systems

Indicator 2.0.0-g: Percent of health facilities supported

DESCRIPTION

Definition: Service outlets supported directly or indirectly with operational, financial, and/or technical assistance.

Unit of Measure: Percent

Disaggregated by: AO team should determine specific, useful breakdowns by sectors and type of assistance

Justification/Management Utility: Provides one figure (which can be disaggregated as necessary), that gives an overview of the scope of USAID support to the social sectors.

PLAN FOR DATA COLLECTION

Data Collection Method: Partner reports

Data Source(s): Partners

Frequency of Collection: Annually

Estimated Cost of Collection: Negligible

Responsible Individual(s): Partners and a designated AO and/or H/E Office administrative staff

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: December 2011

Known Data Limitations and Significance (if any): Delayed or no reporting from a Partner

Actions Taken or Planned to Address Data Limitations: Designated AO Team Members should ensure that reports are accurate and submitted in a timely fashion.

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: Spot-check annually to determine if data appear to be generally valid, and query/correct any apparent discrepancies

PERFORMANCE DATA TABLE

Method of Calculation: The total number of facilities supported by USAID divided by the total number of facilities in a category (i.e. private providers in the country) multiplied by 100 equals percent

Example:

Key to Table:

Notes on Baseline and Targets: A baseline and target projections should be provided by applicable partners.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

Cross-cutting : Strengthening Health Systems

Indicator 2.0.0-h: Number of people trained with USAID funds

DESCRIPTION

Definition: Tally of persons attending a workshop or other training event that is directly or indirectly financed by USAID and its implementing partners. The same person trained in two different courses would be counted as two persons.

Unit of Measure: Numerical figure

Disaggregated by: N/A

Justification/Management Utility: Partially measures the degree of USAID support provided to strengthen technical human resource capacity in the health sector.

PLAN FOR DATA COLLECTION

Data Collection Method: Partner reports

Data Source(s): Partners

Frequency of Collection: Annually

Estimated Cost of Collection: Negligible

Responsible Individual(s): Partners and a designated H/E Office administrative staff

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: January 2012

Known Data Limitations and Significance (if any): Delayed or no reporting from a Partner

Actions Taken or Planned to Address Data Limitations: Designated H/E Officer should ensure that reports are accurate and submitted in a timely fashion.

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: Spot-check annually to determine if data appeared to be generally valid, and query/correct any apparent discrepancies. Any identified weaknesses will be addressed.

PERFORMANCE DATA TABLE

Method of Calculation: Formal request should be made and guidance provided to applicable partners to generate reports and target projections.

Example:

Key to Table:

Notes on Baseline and Targets: A baseline and projections should be provided by applicable partners.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

Cross-cutting: Strengthening Health Systems

Indicator 2.0.0-i: Number of technical assistance secondments supported

DESCRIPTION

Definition: Tally of persons hired and paid for by USAID implementers who are assigned to work daily in a GOZ or NGO office or facility.

Unit of Measure: Numerical figure

Disaggregated by: N/A

Justification/Management Utility: Partially describes USAID support intended to strengthen technical human resource capacity in the health sector.

PLAN FOR DATA COLLECTION

Data Collection Method: Partner reports

Data Source(s): Partners

Frequency of Collection: Annually

Estimated Cost of Collection: Negligible

Responsible Individual(s): Partners and a designated H/E Office administrative staff

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: January 2012

Known Data Limitations and Significance (if any): Delayed or no reporting from a Partner

Actions Taken or Planned to Address Data Limitations: Designated H/E Officer should ensure that reports are accurate and submitted in a timely fashion.

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: Spot-check annually to determine if data appeared to be generally valid, and query/correct any apparent discrepancies.

PERFORMANCE DATA TABLE

Method of Calculation: Formal request should be made and guidance provided to applicable partners.

Example:

Key to Table:

Notes on Baseline and Targets: A baseline and projections should be provided by applicable partners.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.1.1: Safe delivery with emergency obstetric and neonatal care enhanced

Indicator 2.1.1-a: Percent of deliveries of women attending antenatal care clinics (supported by USAID) that have occurred in the presence of a skilled birth attendant.

DESCRIPTION

Definition: WHO defines a skilled attendant as “an accredited health professional – such as a midwife, doctor or nurse – who has been educated and trained to proficiency in the skills needed to manage normal (uncomplicated) pregnancies, childbirth and the immediate postnatal period, and in the identification, management and referral of complications in women and newborns.”

Unit of Measure: Number of attended births reported by mothers divided by total births reported by mothers equals percent. [Note: Do not use total ANC attendees since the situation at delivery cannot be known unless mother returns/reports to clinic after delivery].

Justification/Management Utility: Evidence has shown that the presence of a skilled birth attendant who can provide basic and comprehensive emergency obstetric and newborn care is one of the major factors leading to decreased maternal and newborn mortality.

PLAN FOR DATA COLLECTION

Data Collection Method: Antenatal clinic records

Data Source(s): MCHIP

Frequency of Collection: Annually

Estimated Cost of Collection: Negligible

Responsible Individual(s): MCHIP field program supervisors

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: January/February 2011

Known Data Limitations and Significance (if any): Unknown

Actions Taken or Planned to Address Data Limitations: Unknown

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: USAID/MCHIP sample (spot check) of data reliability as reported in ANC records

PERFORMANCE DATA TABLE

Method of Calculation: Tally and compilation from ANC records

Example:

Key to Table:

Notes on Baseline and Targets: MCHIP should establish baseline/actual for 2010, and suggest/agree with USAID on targets for forward years.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.1.2: Basic child health services improved

Indicator 2.1.2-a: Percent of children 12-23 months who are fully immunized

DESCRIPTION

Definition: According to the Zimbabwe Expanded Programme on Immunisation (ZEPI), fully immunized children have been vaccinated against tuberculosis, diphtheria, whooping cough, tetanus, poliomyelitis measles, and hepatitis B.

Unit of Measure: The number of children immunized divided by the total number of children estimated to be 12-23 months at the time of the measure equals the percent.

Disaggregated by:

Justification/Management Utility: Adjusting for diseases such as HIV/AIDS, numbers of children fully immunized positively correlates with reductions in child mortality.

PLAN FOR DATA COLLECTION

Data Collection Method: Immunization survey conducted with MCHIP funds and technical assistance

Data Source(s): ZEPI and MCHIP

Frequency of Collection: Compiled annually and cross-verified every 5 years with the Zimbabwe Demographic and Health Survey (ZDHS)

Estimated Cost of Collection: Unknown

Responsible Individual(s): ZEPI and MCHIP statisticians

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Cross-verify with 2010 ZHDS

Known Data Limitations and Significance (if any): Unknown

Actions Taken or Planned to Address Data Limitations: Unknown

Date of Future Data Quality Assessments: 2015

Procedures for Future Data Quality Assessments: Cross-verify with 2015 ZHDS

PERFORMANCE DATA TABLE

Method of Calculation: Data drawn from service provider records

Example:

Key to Table:

Notes on Baseline and Targets: Baseline and targets should be determined, agreed upon between MCHIP and USAID.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.1.2: Basic child health services improved

Indicator 2.1.2-b: Percent of Under 5s receiving antibiotics

DESCRIPTION

Definition: Treatment with antibiotics for Under 5s presenting with conditions such as ARIs and diarrheas.

Unit of Measure: Percent

Disaggregated by:

Justification/Management Utility: This information allows clinical supervisors to monitor the appropriateness of the use of antibiotics in treatment of Under 5s, and make adjustments in clinical practices if necessary.

PLAN FOR DATA COLLECTION

Data Collection Method: Review of service provider records

Data Source(s): MCHIP

Frequency of Collection: Quarterly, compiled annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): Service providers and MCHIP field supervisors

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: January/February 2011

Known Data Limitations and Significance (if any): Unknown

Actions Taken or Planned to Address Data Limitations: Unknown

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: USAID/MCHIP spot check of clinic records and MCHIP reports

PERFORMANCE DATA TABLE

Method of Calculation: Number of Under5s receiving antibiotics for such conditions as ARIs and diarrheas divided by total Under5s presenting with these conditions.

Example:

Key to Table:

Notes on Baseline and Targets: Sample survey should be completed by MCHIP prior to December 2010, and serve as a baseline (estimated actual) for 2010 and targets for future years. Thereafter, quarterly reports should be used to monitor clinic activities, and be used for compilation of annual data.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.1.2: Basic child health services improved

Indicator 2.1.2-c: Percent of children receiving ORS and zinc for diarrhea

DESCRIPTION

Definition: Treatment with ORS for Under 5s presenting with watery diarrhoeas

Unit of Measure: Percent

Disaggregated by:

Justification/Management Utility: This information allows clinical supervisors to monitor the appropriateness of treatment of diarrheas in Under 5s, and make adjustments in clinical practices if necessary

PLAN FOR DATA COLLECTION

Data Collection Method: Review of service provider records

Data Source(s): MCHIP

Frequency of Collection: Quarterly, compiled annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): Service providers and MCHIP field supervisors

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: January/February 2011

Known Data Limitations and Significance (if any): Unknown

Actions Taken or Planned to Address Data Limitations: Unknown

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: USAID/MCHIP spot check of clinic records and MCHIP reports

PERFORMANCE DATA TABLE

Method of Calculation: Number of Under5s treated with ORS and zinc for diarrheas divided by the total Under5s presenting with this condition.

Example:

Key to Table:

Notes on Baseline and Targets: Sample survey should be completed by MCHIP prior to December 2010, and serve as a baseline (estimated actual) for 2010 and targets for future years. Thereafter, quarterly reports should be used to monitor clinic activities, and be used for compilation of annual data.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.1.3: Family planning services strengthened

Indicator 2.1.3-a: Number of new acceptors of family planning methods

DESCRIPTION

Definition: A new acceptor is defined as someone who receives family planning services from an agent of a FP program who has never received a contraceptive method from a recognized program before.

Unit of Measure: Numerical figure

Disaggregated by:

Justification/Management Utility: A measure of the demand for services

PLAN FOR DATA COLLECTION

Data Collection Method: Secondary data derived from service providers and/or GOZ records

Data Source(s): Designated USAID Family Planning partner

Frequency of Collection: Quarterly, compiled annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): USAID partner

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: April/May 2011

Known Data Limitations and Significance (if any): Unknown

Actions Taken or Planned to Address Data Limitations: Unknown

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: USAID/Partner spot check of clinic records and Partner reports

PERFORMANCE DATA TABLE

Method of Calculation: Tally of new acceptors from service provider and/or GOZ records

Example:

Key to Table:

Notes on Baseline and Targets: Baseline and targets should be provided/agreed upon between USAID and the FP partner.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.1.3: Family planning services strengthened

Indicator 2.1.3-b: Number of women aged 35-49 using long term family planning methods

DESCRIPTION

Definition: Long term and permanent contraception such methods as IUDs, Norplant, and Voluntary Surgical Contraception (VSC).

Unit of Measure: Numerical figure

Disaggregated by:

Justification/Management Utility: Use of long term and permanent contraception needs to be actively promoted and results in many programmatic benefits including: reduced need for services, reduced abortion rates, and increases in contraceptive prevalence.

PLAN FOR DATA COLLECTION

Data Collection Method: Secondary data derived from service providers and/or GOZ records

Data Source(s): Designated USAID Family Planning partner

Frequency of Collection: Quarterly, compiled annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): USAID partner

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: April/May 2011

Known Data Limitations and Significance (if any): Unknown

Actions Taken or Planned to Address Data Limitations: Unknown

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: USAID/Partner spot check of clinic records and Partner reports, with validity further verifiable through the 2010 and 2015 Zimbabwe Demographic and Health Survey (ZDHS).

PERFORMANCE DATA TABLE

Method of Calculation: Tally of new acceptors from service provider and/or GOZ records

Example:

Key to Table:

Notes on Baseline and Targets: Baseline and targets should be provided by the USAID FP partner as agreed upon with USAID..

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.2.1: HIV/AIDS prevention, treatment and care strengthened

Indicator 2.2.1-a: Number of individuals who received testing and counseling services for HIV and received their results

DESCRIPTION

Definition: Individual was registered and processed by a trained counselor in a T&C clinic.

Unit of Measure: Number

Disaggregated by: Male and female

Justification/Management Utility: Measures the utilization of T&C services.

PLAN FOR DATA COLLECTION

Data Collection Method: Data derived from service providers and/or GOZ records

Data Source(s): Secondary source: USAID implementing partner PSI

Frequency of Collection: Quarterly, compiled annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): PSI managers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: December 2011

Known Data Limitations and Significance (if any): Unknown

Actions Taken or Planned to Address Data Limitations: Unknown

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: USAID/Partner spot check of clinic records and Partner reports, with validity further verifiable through the 2010 and 2015 Zimbabwe Demographic and Health Survey (ZDHS).

PERFORMANCE DATA TABLE

Method of Calculation: Tally as reported by GOZ

Example:

Key to Table:

Notes on Baseline and Targets: Baseline and targets should be established by PSI by Q2FY2011

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.2.1: HIV/AIDS prevention, treatment and care strengthened

Indicator 2.2.1-b: Number of males 15 years and older circumcised

DESCRIPTION

Definition: Male circumcision is the removal of some or all of the foreskin (prepuce) from the penis.

Unit of Measure: Numerical figure

Disaggregated by:

Justification/Management Utility: Promotion of male circumcision is a major USAID/Global Health Initiative in Zimbabwe.

PLAN FOR DATA COLLECTION

Data Collection Method: Secondary data derived from service providers and/or GOZ records

Data Source(s): Secondary source: USAID/Zimbabwe Study, 2009

Frequency of Collection: Quarterly, compiled annually

Estimated Cost of Collection: Unknown

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: N/A

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets: Baseline and targets were set by the USAID/Zimbabwe Study

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.2.1: HIV/AIDS prevention, treatment and care strengthened

Indicator 2.2.1-c: Number of patients on antiretroviral therapy

DESCRIPTION

Definition: Antiretroviral drugs are medications for the treatment of infection by retroviruses, primarily HIV.

Unit of Measure: Numerical figure

Disaggregated by: Could be broken down by age, gender and reproductive status

Justification/Management Utility: Measures the effectiveness of a core HIV intervention.

PLAN FOR DATA COLLECTION

Data Collection Method: Data derived from service providers and/or GOZ records

Data Source(s): Secondary source: USAID implementing partner, PSI; PEPFAR Reports.

Frequency of Collection: Quarterly, compiled annually

Estimated Cost of Collection: Unknown

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: December 2011

Known Data Limitations and Significance (if any): Unknown

Actions Taken or Planned to Address Data Limitations: Unknown

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: USAID/Partner spot check of clinic records and Partner reports, with validity further verifiable through the 2010 and 2015 Zimbabwe Demographic and Health Survey (ZDHS) or an independent external mid-term study

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets: 2010 baseline/actual and forward year targets should be set by PSI in agreement with USAID

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.2.1: HIV/AIDS prevention, treatment and care strengthened

Indicator 2.2.1-d: Number of HIV positive women attending antenatal clinics receiving a complete course of antiretroviral prophylaxis to reduce the risk of mother-to-child transmission (PMTCT)

DESCRIPTION

Definition: HIV-positive pregnant women who received antiretrovirals to reduce the risk of MTCT.

Unit of Measure: Numerical figure

Disaggregated by:

Justification/Management Utility: Measures the effectiveness of a core HIV intervention

PLAN FOR DATA COLLECTION

Data Collection Method: Data derived from service providers and/or GOZ records

Data Source(s): Secondary source: USAID implementing partner, Elizabeth Glasser Pediatric AIDS Foundation (EGPAF).

Frequency of Collection: Quarterly, compiled annually

Estimated Cost of Collection: Unknown

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: To be determined by AO2 Team

Known Data Limitations and Significance (if any): To be determined by AO2 Team

Actions Taken or Planned to Address Data Limitations: To be determined by AO2 Team

Date of Future Data Quality Assessments: January/February 2011 for CY 2010

Procedures for Future Data Quality Assessments: USAID/Partner spot check of clinic records and Partner reports.

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets: 2010 baseline/actual and forward year targets should be set by EGPAF in agreement with USAID

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.2.1: HIV/AIDS prevention, treatment and care strengthened

Indicator 2.2.1-e: Number of eligible adults and children provided with a minimum of one care service

DESCRIPTION

Definition: Services could cover a range of interventions such as: nutrition, health services, education, legal support, child protection, psycho-social support, livelihoods, and advocacy.

Unit of Measure: Numerical figure

Disaggregated by:

Justification/Management Utility: Measures the effectiveness of the program that supports orphans and vulnerable children.

PLAN FOR DATA COLLECTION

Data Collection Method: Program/project reports

Data Source(s): USAID implementing partner, JSI/Children First Project

Frequency of Collection: Quarterly, compiled annually

Estimated Cost of Collection: Unknown

Responsible Individual(s): Children First Project staff

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: AO2 Team to insert completed DQA

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: December 2011

Procedures for Future Data Quality Assessments: USAID/Partner review of project outputs and supporting documentation.

PERFORMANCE DATA TABLE

Method of Calculation: Tally of services provided from JSI/Children First records and reports

Example:

Key to Table:

Notes on Baseline and Targets: 2010 baseline/actual and forward year targets should be set by Children First in agreement with USAID (AO2 Team to determine if baseline was set prior to 2010)

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.2.2: TB services and program management improved

Indicator 2.2.2-a: Number of HIV-positive patients who were identified as TB suspects and referred to a TB treatment center

DESCRIPTION

Definition: TB suspect: individual reporting TB symptoms (cough, haemoptysis, fever or night sweats) during the past year, or who tested positive on sputum culture during screening.

Unit of Measure: Number

Disaggregated by: Male, female

Justification/Management Utility: Provides information the level of active TB screening and referrals from HIV clinics to TB treatment centers.

PLAN FOR DATA COLLECTION

Data Collection Method: Intake records/logs of TB treatment centers

Data Source(s): USAID implementing partner, (TB-CAP successor)

Frequency of Collection: Monthly, quarterly, compiled annually

Estimated Cost of Collection:

Responsible Individual(s): USAID implementing partner

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: AO2 Team to verify date of last DQA

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: December 2011

Procedures for Future Data Quality Assessments: Joint USAID/partner spot check of a sample of records/logs of TB treatment centers against the implementing partner's reports

PERFORMANCE DATA TABLE

Method of Calculation: Numerical tally of totals from TB treatment center records, logs or reports

Example:

Key to Table:

Notes on Baseline and Targets: 2010 baseline from TB-CAP, targets to be set by TB-CAP successor

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.2.2: TB services and program management improved

Indicator 2.2.2-b: Percent of patients completing the full course of TB treatment

DESCRIPTION

Definition: A “full course” is defined as a 6-9 month course of daily or bi-weekly oral dosage

Unit of Measure: Percent

Disaggregated by: Male, female

Justification/Management Utility: Indicates that the program is able to get patients to cooperate and complete the full course of treatment according to internationally-established standards. Effective course completion is also assumed to reduce the need for re-treatment and reduce the numbers of multi-drug resistant cases.

PLAN FOR DATA COLLECTION

Data Collection Method: TB treatment center reports to GOZ/MOH

Data Source(s): Compiled as a secondary source by the USAID implementing partner, (TB-CAP successor)

Frequency of Collection: Monthly, quarterly, compiled annually

Estimated Cost of Collection:

Responsible Individual(s): USAID implementing partner

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: AO2 Team to verify date of last DQA

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: December 2011

Procedures for Future Data Quality Assessments: Joint USAID/partner spot check of a sample of records/logs of TB treatment centers against the implementing partner’s reports

PERFORMANCE DATA TABLE

Method of Calculation: TB treatment center patients who complete treatment divided by the total of all patients who start treatment

Example:

Key to Table:

Notes on Baseline and Targets: 2010 baseline from TB-CAP, targets to be set by TB-CAP successor

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.3.1: Logistics systems for essential services improved

Indicator 2.3.1-a: Percent of facilities reporting stock out of standard first line adult ARV drugs during a reporting period

DESCRIPTION

Definition: “Stock-outs” are defined as absence of a commodity on the shelves of a service delivery point at any time.

Unit of Measure: Percent

Disaggregated by: Type/level of the facility

Justification/Management Utility: Occurrence of “stock-outs” of commodities at service delivery points is a bottom-line indication that the logistics supply chain is not functioning well.

PLAN FOR DATA COLLECTION

Data Collection Method: Data are generated by the in-place Logistics Management Information System, by reports, or by physical inventory at service delivery points.

Data Source(s): USAID partner, DELIVER/Supply Chain Management Systems (SCMS) projects

Frequency of Collection: Monthly, quarterly, and annually

Estimated Cost of Collection: Cost of generating and monitoring data on stock levels is a core function of the partner, and therefore represents a significant proportion of the partner’s operating budget.

Responsible Individual(s): DELIVER/SCMS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Since project inception. DQA is an in-built function of the LMIS

Known Data Limitations and Significance (if any): LMIS data are not always sufficiently reliable to identify potential stock outs before they occur.

Actions Taken or Planned to Address Data Limitations: JSI decision to convert to “push” system at primary care service delivery points avoids over-reliance on LMIS to plot re-supply delivery schedules.

Date of Future Data Quality Assessments: By December 2011

Procedures for Future Data Quality Assessments: Recommend JSI formal self-assessment using its own JSI Data Quality Assessment Tool

PERFORMANCE DATA TABLE

Method of Calculation: Numerical count of stock-out events reported or observed divided by total facilities in the distribution system

Example:

Key to Table:

Notes on Baseline and Targets: Ideally, targets should be zero for all years

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.3.1: Logistics systems for essential services improved

Indicator 2.3.1-b: Percent of facilities experiencing stock out of male condoms at time of delivery

DESCRIPTION

Definition: "Stock-out" is here defined as absence of male condoms on the shelves of a service delivery point at the time when a re-supply delivery is made.

Unit of Measure: Percent

Disaggregated by:

Justification/Management Utility: Occurrence of a stock-out at time of re-supply indicates that off-take of the commodity is being underestimated, and the supply should be adjusted upward.

PLAN FOR DATA COLLECTION

Data Collection Method: Data are generated by physical inventory at service delivery points at the time of re-supply.

Data Source(s): USAID partner, DELIVER/Supply Chain Management Systems (SCMS) projects

Frequency of Collection: monthly/ quarterly, aggregated annually

Estimated Cost of Collection: Cost of generating and monitoring data on stock levels is a core function of the partner, and therefore represents a significant proportion of the partner's operating budget.

Responsible Individual(s): DELIVER/SCMS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: Not needed since data document observed events.

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation: Numerical count of stock-out events observed divided by total facilities in the distribution system. (Note: Stock-outs are not based on what facilities report, but what the situation is at time of re-supply.)

Example:

Key to Table:

Notes on Baseline and Targets: Ideally, targets should be zero for all years.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.4.1: Health services and products delivered through the private sector increased

Indicator 2.4.1-a: Percent of outlets carrying socially-marketed health products

DESCRIPTION

Definition: Outlet is defined as a private commercial distribution point such as a kiosk or pharmacy.

Unit of Measure: Percent

Disaggregated by:

Justification/Management Utility: The more distribution points there are, the wider the availability of products to the public, and presumably, the larger the volume of sales.

PLAN FOR DATA COLLECTION

Data Collection Method: Distribution reports from the social marketing agent

Data Source(s): USAID partner, PSI

Frequency of Collection: Monthly, quarterly, and aggregated annually

Estimated Cost of Collection:

Responsible Individual(s): PSI social marketing managers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: December 2011

Procedures for Future Data Quality Assessments: Recommend that a small independent sample survey be conducted by USAID/PSI to verify that PSI distribution data are valid

PERFORMANCE DATA TABLE

Method of Calculation: Number of outlets carrying socially marketed products divided by total outlets (nationally)

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.4.1: Health services and products delivered through the private sector increased

Indicator 2.4.1-b: Number of health and/or education products marketed (by type) and distributed through social marketing systems

DESCRIPTION

Definition: Products promoted (marketed) and distributed to warehouses or outlets by a social marketing agent.

Unit of Measure: Numerical figure

Disaggregated by: Types of products such as, male condoms, female condoms, oral rehydration salts, etc.

Justification/Management Utility: A large number of products successfully marketed indicates that social marketing mechanisms are an effective means of making products available to the public.

PLAN FOR DATA COLLECTION

Data Collection Method: Records of the social marketing agent

Data Source(s): USAID partner, PSI

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s): PSI social marketing managers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: N/A

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets: Baseline and targets should be provided by PSI.

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.4.2: Behavior change communications and social marketing of health services and products strengthened

Indicator 2.4.2-a: Percent of population 15-49 with correct knowledge of male circumcision for HIV prevention

DESCRIPTION

Definition: Male circumcision motivated (at least in part) by knowledge of its protective benefits.

Unit of Measure: Percent

Disaggregated by: Some age breakdown (such as, < 20, <40, <49, etc.), may be informative

Justification/Management Utility: A high percentage of this knowledge would indicate that information campaigns on the benefits of male circumcision have been effective.

PLAN FOR DATA COLLECTION

Data Collection Method: Sample survey

Data Source(s): PSI study, and/or ZDHS

Frequency of Collection:

Estimated Cost of Collection: Negligible, if undertaken as part of a larger survey

Responsible Individual(s): PSI and/or ZDHS researchers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: N/A

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets: Baseline and targets should be defined by PSI

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 2: Strengthen the Capacity to Mitigate Illness and Provide Essential Health and Educational Programs

IR 2.4.2: Behavior change communications and social marketing of health services and products strengthened

Indicator 2.4.2-b: Number of individuals reached with individual/small group interventions primarily focused on abstinence and/or being faithful

DESCRIPTION

Definition: "Reached" is defined as having attended a session in which abstinence/faithfulness was discussed; "individual intervention" is defined as a counseling session; "small group intervention" could be a meeting or focus group discussion.

Unit of Measure: Percent

Disaggregated by:

Justification/Management Utility: A measure of the extent to which an important health message is reaching people in the served community.

PLAN FOR DATA COLLECTION

Data Collection Method: Reports from facilities supported by PSI

Data Source(s): PSI

Frequency of Collection: Quarterly, aggregated annually

Estimated Cost of Collection: Negligible

Responsible Individual(s): PSI managers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: December 2009

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments: December 2010

Procedures for Future Data Quality Assessments: Joint USAID/PSI sample spot check that verifies reports compared to attendance logs for counseling/small group events at facilities in which specific subject matter has been discussed.

PERFORMANCE DATA TABLE

Method of Calculation: Totals as reported for 2009 should be used as a baseline for future years; targets should reflect a progressive increase in attendance (e.g., "reach")

Example:

Key to Table:

Notes on Baseline and Targets: Should be defined by PSI

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

4. AO 3 ECONOMIC GROWTH: LIVELIHOODS

4.1 RESULTS FRAMEWORK

The Economic Growth: Livelihoods Assistance Objective is nascent in its evolution with many activities yet to be defined. It is also the channel through which USAID will transition from income-support humanitarian activities to a full developmental program.

As Zimbabwe fell into political and economic crisis with a consequent increase in human suffering, USAID policies were directed toward the alleviation of extreme poverty through emergency assistance to persons in need and directly suffering from the consequences of the crisis. Such programs were complemented by other socially oriented humanitarian concern-grounded USAID initiatives aimed at sustaining livelihoods through food assistance and other basic income and employment generating interventions. Having met much of their original objectives, now these programs - some still ongoing - are to be phased out as the country's circumstances change toward democratic and freer-market wealth-producing contexts.

The changing conditions call for newer interventions oriented toward facilitating Zimbabwe's democratic progress. These interventions will reinforce the country's democratization by strengthening private sector civil society organizations and institutions, contributing to the macro-economic and business environment required by open societies and market economies, and by helping the country exploit economies of scale and market linkages. Given Zimbabwe's agricultural potential, and the country's historic role as the breadbasket for a great part of Africa, agriculture has been given a special place in USAID strategy.

AO 3 involves activities at two tiers. At one tier, through its "livelihoods maintained and restored" interventions, USAID provides space for humanitarian programs that expand employment opportunities and address the needs of vulnerable populations, including returning migrants.

At a second tier, through activities under the rubric of "economy stabilized and growing", USAID will implement programs that contribute to macroeconomic stabilization and private sector development. Tier 1 and tier 2 programs are interrelated in that the former provides a conduit to transition to the latter, where the real democratization and development impacts will lie. Moreover, some of the "livelihood" interventions under tier 1 pave the ground to enable its beneficiaries to graduate into AO 4 agricultural production and higher-productivity employment programs. Likewise, tier 2 AO 3 programs provide a mantle that also covers AO 4 interventions.

As shown in the results framework below, AO 3 includes five intermediate results objectives and eighteen sub-intermediate results components.

IR 3.1: Persons Affected by Crisis Assisted

Through its offices for Foreign Disaster Assistance and Food for Peace, USAID stands ready to respond to catastrophes such as droughts, cholera outbreaks or food crises. Activities associated with IR 3.1 are closely linked with those of the Basic Economic Activity and Livelihoods

Maintained and Restored IR (IR 3.2), especially with Effective Food Aid Ensured activities (IR 3.2.4).

IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored

The common thread of activities in this program area is the provision of income support to vulnerable populations while USAID transitions to an economic growth orientation. The activities are intended to develop the capacity of targeted groups to help themselves. USAID seeks to improve the ability of the poor to generate income through productive work.

IR 3.2.1: Improved livelihoods, income generation and employment

Activities under IR 3.2.1 will continue assistance aimed at improving access to food through the introduction of higher yield or lower risk agricultural production systems and initiate activities to introduce or reintroduce beneficiary population groups to higher productivity endeavors through training and facilitation of commercial activities. The geographic scope of the activities covers both rural and urban zones. Interventions closely dovetail those of other AO 3 programs such as Increased Private Sector Productivity (IR3.5), as well as interventions under AO 4, Increased Income and Employment Generated by Agriculture.

USAID and its partners have decided to employ some AO 4 indicators under AO 3, adjusting them to reflect covered population groups - for example: farmers/households in a specific region or at subsistence level incomes.

IR 3.2.2: Reestablished and strengthened social safety net institutions

Activities planned for IR 3.2.2 are recent in their development. Currently, there are no ongoing activities and no requests for proposals have been issued. Activities envisaged fall under the following categories:

- Supporting research on safety nets systems and institutions.
- Facilitating public discussions and dialogue on the development of social safety nets.
- Supporting strategy designs for social safety net infrastructures.

IR 3.2.3: Returnees attracted, protected, and integrated

At present the ongoing activities under IR 3.2.3 are limited to work with the International Organization for Migration. Future activities may focus on identifying and helping remove obstacles to migrants seeking to return to their place of origin and involve assistance with property rights, other claims of returnees, job placement and training opportunities, and provision of basic care and protection during transition.

Future activities would be linked to USAID interventions in training and skills redeployment under AO 3 and other AO 4 interventions.

IR 3.2.4: Effective food aid ensured

The activities under IR 3.2.4 aim to help meet Zimbabwe's food needs and to support broader USAID objectives such as health and nutrition, helping the unemployed, and supporting micro-enterprise.

Concerned with food assistance and its potential adverse effects on the local economy, especially agriculture or agriculture-related industries, USAID plans to review its current use of emergency Food for Peace Title II programs to improve the efficiency and impact of food aid interventions. The interventions contemplated would be consistent with and complementary to interventions aimed at ensuring food security.

IR 3.3: Macro-Economic Foundation for Growth Created

IR 3.3 is one of three components of the development tier of the AO 3 and activities are still in the planning stage. The underlying rationale of IR 3.3 is to help develop or enhance the weakened capacity of the government to develop the requisite policies and procedures for achieving economic stability.

The mechanisms to achieve the desired results are technical assistance, training, and special studies.

IR 3.3.1: Reliable data for policy formulation collected and analyzed

The activities under this IR would be aimed at strengthening the capabilities of the Central Statistical Office to collect process and analyze policy-relevant statistical information - at present such information is largely non-existent.

IR 3.3.2: Effective fiscal policy developed and implemented

Activities at this level would seek to strengthen the GOZ Finance Ministry's capacity to develop and implement sound fiscal policies.

IR 3.3.3: Effective revenue collection system developed and implemented

Activities at this level would seek to strengthen the GOZ Finance Ministry's capacity to develop and implement efficient and effective revenue collection mechanisms.

IR 3.3.4: Government budgeting capacity developed

Activities at this level would seek to enhance the GOZ Finance Ministry's, and line ministries' capacity to develop efficient budgeting practices.

IR 3.4: Improved Business Enabling Environment

Activities under IR 3.4 are aimed at developing an environment favorable to private-sector investment in order to enhance Zimbabwe's economic growth potential. As such USAID interventions will contribute to: strengthening private business associations, enhancing legal and regulatory frameworks, decreasing costs of engaging in international trade, enhancing property rights, and re-establishing social insurance systems.

The activities support the immediate and clearly articulated objective of the Government of National Unity to consult with the private sector before making any legislative changes. Its timely implementation is essential if appropriate policies are to be developed and implemented by democratic and market-friendly forces. Although all this is an important part of the transition process, it also has longer-term significance. USAID's perspective is that it should be designed as a three-year intervention that could be extended as it proves its effectiveness.

IR 3.4.1: Private sector associations strengthened

Activities linked to IR 3.4.1 will help develop the capacity of umbrella associations to analyze issues, present them for public discussion, and lobby government.

IR 3.4.2: Efficient legal and regulatory systems for business created

The interventions would be aimed at correcting weaknesses in the legal and regulatory systems as articulated in recent reports, including the World Bank's Doing Business and USAID-supported analyses.

IR 3.4.3: Transaction costs for international trade reduced

Zimbabwe can benefit greatly from market-determined international trade under World Trade Organization rules. Activities under IR 3.4.3 will help Zimbabwe achieve this potential.

IR 3.4.4: Effective contract enforcement and dispute resolution procedures in place

This sub-component involves activities that strengthen property rights through enhanced contract enforcement and eases the burden on courts.

IR 3.4.5: Utility regulations to promote investment and sustainable services improved

Activities under this sub-component will contribute to reversing the deterioration in Zimbabwe's utility services. Enhanced utility services are very important for domestic and foreign investment.

IR 3.4.6: Social supports reestablished (pension and disability)

Zimbabwe's former system of social protection is much weakened as a result of economic mismanagement. As the economy recovers, the social protection system must be enhanced as a prerequisite to social and economic stability, as well as on humanitarian grounds. Social support activities will contribute to achieving IR 3.4.6.

IR 3.5: Increased Private Sector Productivity

The objective of interventions linked to IR 3.5 is to enhance the productivity and competitiveness of Zimbabwean firms through business support services. Such services would be provided on a demand-driven, although subsidized, basis.

The services planned include training in management and technical skills, accounting and financial management systems, and standards and quality assurance systems.

IR 3.5.1: Market linkages developed and strengthened

Linkages allow for economies of specialization and scale. They also are an excellent mechanism for the dissemination of technologies. Accordingly, their potential impact on enhancing productivity is significant. Smaller Zimbabwean enterprises stand to gain from such effects.

IR 3.5.2: Business support services adequate and available to all sectors

As a result of the deterioration of private sector structures, there is a need for reestablishing business-support services. Such services would include training in management and technical

skills, facilitation of accounting and financial management systems, strengthening of standards and quality assurance mechanisms, and assistance in pricing and marketing.

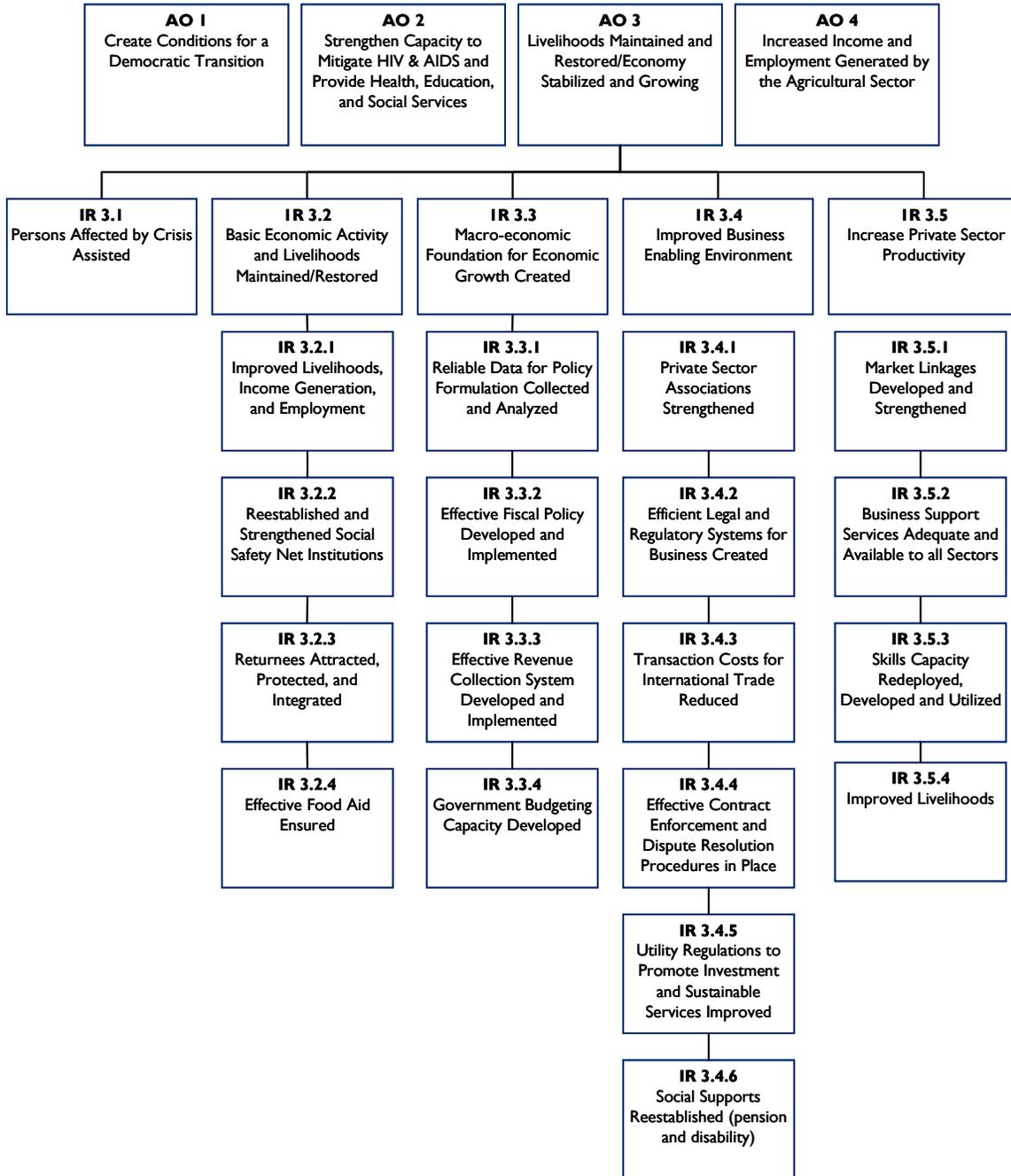
IR 3.5.3: Skills capacity redeployed, developed, and utilized

Zimbabwe's economic crisis resulted in the loss of skills and the misallocation of productive human resources. The activities under IR 3.5.3 will address this situation through training and the strengthening of labor market mechanisms.

IR 3.5.4: Improved livelihoods

This component aims to facilitate the transition to more productive private sector business activities by special population groups and workers in informal sector enterprises.

**ECONOMIC GROWTH: LIVELIHOODS
RESULTS
FRAMEWORK**



4.2 PERFORMANCE INDICATORS

The Results Framework generally describes how activities, outputs and outcomes are intended to work together to result in achievement of an objective. Indicators are then used to measure intended changes as defined in the Results Framework. A full set of indicators has been identified and described in detail including each indicator's definition, utility, unit of measure, data source(s), baseline and targets, etc. The full set of PMP Indicators organized by AO and IR levels can be found in **Section 4.5 Performance Indicator Reference Sheets**.

The indicators are recommended as being appropriate for this current initial phase of the five-year PMP cycle, and may need to be modified in the future. As explained in ADS 203.3.4.7, "It is expected that over the life-cycle of a project, different types of indicators will be more informative at different times: in the early stages, output indicators will be the primary source of performance information, while at later stages outcome and impact indicators will be more important." The full set of indicators has been specified at the outset, and even indicators that are subsequently dropped – for instance, because they are unsatisfactory or are no longer used because their targets have been met – should be retained for reference in PMP records.

USAID Missions/Offices generally have the authority to approve changes to PMP performance indicators, and AO Teams are responsible for documenting these changes while updating their PMPs.

4.3 DEVELOPMENT HYPOTHESIS AND CRITICAL ASSUMPTIONS

The success of USAID economic growth and agricultural development programs are conditional on the following assumptions:

- Economic private sector-led growth will reinforce the thrust of USAID democratization activities.
- A minimally adequate demonstration of commitment by government to the principles for re-engagement:
 - Full and equal access to humanitarian assistance.
 - Commitment to macroeconomic stabilization in accordance with guidance from relevant international agencies.
 - Restoration of the rule of law, including enforcement of contracts, an independent judiciary and respect for property rights.
 - Commitment to democratic processes and respect for internationally accepted human rights standards, including a commitment to freedom of expression, freedom of print and broadcast media, freedom of assembly, and freedom of association.
 - Commitment to timely elections held in accordance with international standards, and in the presence of international observers.

- The basic conditions for the development of macroeconomic stability namely:
 - A freely convertible currency.
 - The elimination of price controls.
 - The absence of trade prohibitions.
 - The elimination of quasi-fiscal activities by the Reserve Bank.
 - A functioning, transparent, and responsive government.
- A functioning financial system.
- The existence of private sector associations that have sufficiently well-developed structures for governance to serve as partners in development assistance, and which can be held accountable and responsible for the receipt and use of funds.

4.4 CROSS-CUTTING LINKAGES

The OA3 results framework is complex and is a work in progress. Besides direct links to the democracy and health assistance objectives, the AO 3 framework involves several types of overlapping interrelated transitions:

- From dictatorship to democracy - due to implicit conditionality for moving on with economic growths interventions;
- From a subsistence to market focus - another way of saying from non-market to market;
- From disaster assistance to other humanitarian;
- From humanitarian to economic growth;
- Within economic growth from agriculture to non-agriculture;
- Within agriculture, from AO 3 to AO 4;
- From informal to formal sector production.

Add to these the need to monitor interactions between economic growth and democratization (see above), and the intricacy becomes evident. This raises the following challenges concerning the results framework and the monitoring of progress:

LINKAGE CRITERIA

The framework and related strategy lack specificity on how USAID will link the continuation of development activities to progress in democratization. Accordingly, USAID might want to articulate criteria for continued engagement with private sector.

In this regard, an indicator of democratization progress (internal benchmarks or trigger points on which continued involvement with the private sector may depend) may serve USAID well - so that if an anti-democratization trend gains momentum, USAID can reevaluate its strategy in a timely manner. An example of a useful indicator would be the development of an index with variables similar to Freedom House's index but probably on a simpler and smaller scale.

There are no clear criteria for phasing out purely humanitarian/livelihood activities and gradually reallocating resources to developmental interventions. This might be solved by monitoring poverty conditions and indexes of the quality of the enabling environment for business. As long as poverty decreases and the business environment does not deteriorate, USAID will have a case for advance along the lines of AO 3.

OVERLAP WITH AO 4 ACTIVITIES

The intertwining of the results frameworks for AO 3 and AO 4 is confusing - sections seem duplicative (for example: enabling environment; linkages) with no clear reason for separate treatment.

Potential solution: (1) either place what are now AO 4 activities under AO 3 with sub-boxes for agriculture and for non-agriculture related interventions; or (2) place all agriculture-centered interventions (humanitarian or not) under AO 4 and indicate that AO 3 relates to non-agriculture interventions.

The second option might be preferable. It is clearer to place humanitarian interventions that seem to be largely if not exclusively related to agriculture to increasingly developmental interventions in agriculture conditions permitting.

Sub IR 3.5.4 Improved livelihoods (under IR 3.5 Increased Private Sector Productivity is confusing - seems to hang in there). No clear distinction between Improved Livelihood Sub-objective IR 3.2.1 (under basic economic activity and livelihoods IR 3.2) and IR 3.5.4. While it can be argued that IR 3.5.4 relates to improved livelihoods resulting from development-oriented interventions (while IR 3.2.1 is not), all intermediate results in AO 3 should translate into improved livelihoods. A potential solution is to eliminate Sub IR 3.5.4 altogether.

MISPLACED INTERMEDIATE RESULTS

Social support re-established IR 3.4.6 (including pension and disability) probably would be better placed under IR 3.2.

The rationale for having placed it under IR 3.4.6 is that an effective social support system can only be reestablished once economic growth resumes and the economy regains the capacity to support the needy, the vulnerable and old-age groups including retirees. Nonetheless, as the most immediate needs relate to the destitute, and groups unable to care for themselves, it seems more appropriate to place it under a "livelihoods maintained" intermediate objective.

This sub-IR should include a clarification showing that income support activities that involve subsidization from the rest of the society, and perhaps from international sources, over time have to be based on a social insurance mechanism that will mature as the private sector recovers. Either that or break the objective in two: income support under IR 3.2 and social security under IR 3.4.6.

Disaster crisis-related assistance is lumped in together with economic growth and income support for persons-in-subsistence endeavors. While all of the interventions have the common thread of livelihood-support, the transition process whereby emphasis in disaster assistance will change to subsistence and again to wealth-creating market oriented interventions will require continuing thinking.

4.5 INDICATOR REFERENCE SHEETS

This section provides Performance Indicator Reference Sheets for each indicator in the Economic Growth: Livelihoods PMP framework, organized by sections that correspond to the Results Framework.

The index also shows a four-character reference that precedes all indicators. The reference is structured to show precisely to which AO, IR or sub-IR the indicator pertains, as well as the order in which the indicators falls. The following table explains the reference structure.

Indicator 3.0.0-a		Indicator 3.3.2-b	
3.	AO 3	3.	AO 3
0.	no lower level association	3.	IR 3.3
0	no lower level association	2	IR 3.3.2
-a	sequential order of the indicator	-b	sequential order of the indicator

Every indicator is followed by a page number which directs the reader to the page where the specific Performance Indicator Reference Sheet is found.

ECONOMIC GROWTH: LIVELIHOODS INDICATORS INDEX

AO 3 Livelihoods Restored and Maintained/Economy Stabilized and Growing

- 3.0.0-a Change in income per capita among program beneficiaries (page 124)

IR3.1 Persons Affected by Crisis Assisted

- 3.1.0-a Number of households assisted (page 125)
- 3.1.0-b Change in income level of households assisted (page 126)

IR3.2 Basic Economic Activity and Livelihoods Maintained/Restored

- 3.2.0-a Change in agricultural production resulting from USAID assistance (page 127)
- 3.2.0-b Number of farmers assisted by principal activity and location (page 128)
- 3.2.0-c Change in average household consumption level for households benefiting from USAID assistance (page 129)
- 3.2.0-d Percentage of USAID-assisted households experiencing improved access to food (page 130)

IR3.2.1 Improved Livelihoods, Income Generation and Employment

- 3.2.1-a Percent change in volume and value of commercial sales as a result of program assistance (page 132)
 - 3.2.1-b Percent change in volume and value of exports of targeted agricultural commodities as a result of program assistance (page 133)
 - 3.2.1-c Change in volume and value of production as a result of program assistance (page 134)
-

-
- 3.2.1-d Percent change in household income as a result of program assistance (page 135)
 - 3.2.1-e Number of smallholder farmers who have adopted new technologies or practices as a result of USAID assistance (page 136)
-

IR3.2.2 Reestablished and Strengthened Social Safety Net Institutions

- 3.2.2-a Number of diagnostic and prescriptive analyses supported by USAID (page 137)
 - 3.2.2-b Number of workshops, seminars or conferences carried out under USAID auspices (page 138)
 - 3.2.2-c Number of social insurance models designed in accordance with USAID-supported recommendations (page 139)
-

IR3.2.3 Returnees Attracted, Protected, and Integrated

- 3.2.3-a Number of rural households headed by migrants assisted (page 140)
- 3.2.3-b Volume, value, and percent change of production and/or income of migrants assisted (page 141)
- 3.2.3-c Number of migrants who have received short-term agricultural sector productivity training (page 142)

IR 3.2.4 Effective Food Aid Ensured

- 3.2.4-a Number of analyses of ways to avoid possible adverse effects of food assistance on Zimbabwe's economies (143)
 - 3.2.4-b Number and type of reforms in USAID food assistance systems or mechanisms as a result of A03-supported analyses for Zimbabwe (page 144)
-

IR3.3 Macro-Economic Foundation for Economic Growth Created

- 3.3.0-a Assessments by the International Monetary Fund (page 145)
-

IR3.3.1 Reliable Data for Policy Formulation Collected and Analyzed

- 3.3.1-a Number of person-days of training of key personnel trained in statistical methods and data gathering and processing (page 146)

IR3.3.2 Effective Fiscal Policy Developed and Implemented

- 3.3.2-a Number of fiscal policies/regulations/administrative procedures analyzed with USAID assistance (page 147)
- 3.3.2-b Number of person-days of training of key personnel trained in fiscal policy with USAID assistance (page 148)

IR3.3.3 Effective Revenue Collection System Developed and Implemented

- 3.3.3-a Number of key personnel trained in fiscal revenue administration (page 149)
 - 3.3.3-b Number of revenue collection procedures improved with USAID assistance (page 150)
-

IR 3.3.4 Government Budgeting Capacity Developed

- 3.3.4-a Number of person-days of training of key personnel trained in budgeting methods with USAID assistance (page 151)
- 3.3.4-b Number of government budgeting procedures reformed with USAID assistance (page 152)

IR 3.4 Improved Business Enabling Environment

- 3.4.0-a Change in overall ranking in annual World Bank's Doing Business Zimbabwe Report (page 153)

IR 3.4.1: Private Sector Associations Strengthened

- 3.4.1-a Number of associations undertaking capacity strengthening with USAID assistance (page 154)
- 3.4.1-b Number of new active members in the associations receiving USAID assistance (page 155)

IR 3.4.2 Efficient Legal and Regulatory Systems for Business Created

- 3.4.2-a Number of core commercial laws drafted and presented for public or stakeholder consultation with USAID assistance (page 156)
- 3.4.2-b Number of changes in core commercial laws by the legislature facilitated by USAID assistance (page 157)

IR 3.4.3 Transaction costs for international trade reduced

- 3.4.3-a Number of trade barriers diagnostic and prescriptive analyses conducted as a result of USAID interventions (page 158)
- 3.4.3-b Number of trade reform recommendations adopted arising from USAID facilitated analyses (page 159)

IR 3.4.4 Effective contract enforcement and dispute resolutions in place

- 3.4.4-a Number of alternative dispute resolution procedures put in place with USAID assistance (page 160)
- 3.4.4-b Number of analyses of current contract enforcement systems with recommendations towards their strengthening (page 161)

IR 3.4.5 Utility regulations to promote investment and sustainable services improved

- 3.4.5-a Number of analyses on policy/regulations and procedures as basis for reforms that make utility services more efficient, effective and financially viable (page 162)
- 3.4.5-b Number of recommendations from USAID-supported analyses submitted for adoption by the GOZ, utility providers, or private sector institutions (page 163)

IR 3.4.6 Social supports reestablished (pension and disability)

- 3.4.6-a Number of research analyses to lay conceptual foundations for the strengthening of social insurance systems and implementation (page 164)
 - 3.4.6-b Number of conferences, workshops and seminars facilitated by USAID
-

to explore reform solutions (page 165)

IR 3.5 Increased private sector productivity

- 3.5.0-a Change in GDP per worker in the formal sector of the economy (page 166)

IR 3.5.1 Market Linkages Developed and Strengthened

- 3.5.1-a Number of enterprises linked to other firms as a result of USAID assistance (page 167)
- 3.5.1-b Number of small-to-medium size firms with contracts or business agreements with larger-sized firms (page 168)
- 3.5.1-c Volume, value, and percent change of commercial sales and exports of agricultural commodities (page 169)

IR 3.5.2 Business Support Services Adequate and Available to all Sectors

- 3.5.2-a Number of firms that acquired business support services with USAID assistance (page 170)
- 3.5.2-b Change in annual sales of firms acquiring business services with USAID assistance (page 171)

IR 3.5.3 Skills Capacity Redeployed, Developed and Utilized

- 3.5.3-a Number of individuals who have received productivity training with USAID assistance (page 172)
- 3.5.3-b Number of job placements facilitated by USAID assistance (page 173)

IR 3.5.4 Improved Livelihoods

- 3.5.4-a Percentage and absolute change in average income per household member (page 174)
 - 3.5.4-b Number of individuals or small enterprises that transition into formal sector (page 175)
-

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

Indicator 3.0.0-a: Change in income per capita among program beneficiaries

DESCRIPTION

Definition: Change in yearly income in real terms – that is adjusted for inflation

Unit of Measure: Monetary Unit

Disaggregated by: Gender

Justification/Management Utility: An excellent indicator of standards of living

PLAN FOR DATA COLLECTION

Data Collection Method: Survey

Data Source(s): Implementing partner and USAID

Frequency of Collection: Yearly

Estimated Cost of Collection: TBD

Responsible Individual(s): TBD

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

The definition of program beneficiaries warrants closer examination by the Mission. To be specific, are these direct program beneficiaries i.e., individual farmers or indirectly, other member of the household?

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.1: Persons Affected by Crisis Assisted

Indicator 3.1.0-a: Number of households assisted

DESCRIPTION

Definition: People living together in a home – may include more than one family

Unit of Measure: Household

Disaggregated by: Gender of household head

Justification/Management Utility: A proxy for outreach of program

PLAN FOR DATA COLLECTION

Data Collection Method: File/partner reports

Data Source(s): Implementing partner

Frequency of Collection: Semi-annually

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.1: Persons Affected by Crisis Assisted

Indicator 3.1.0-b: Change in income level of households assisted

DESCRIPTION

Definition: Change in sum of the yearly income levels of persons in household – to be compared with income levels before USAID assistance.

Unit of Measure: Dollar figure

Disaggregated by: Gender of head of household

Justification/Management Utility: Helps assess the effectiveness of USAID assistance in restoring livelihood levels after crises.

PLAN FOR DATA COLLECTION

Data Collection Method: Survey

Data Source(s): Implementing partner

Frequency of Collection: TBD

Estimated Cost of Collection: TBD

Responsible Individual(s): TBD

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Criteria for which persons in the household to be included must established, that is working age or those categorized as part of labor force.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.2: Basic Economic Activity and Livelihoods Maintained Restored

Indicator 3.2.0-a: Change in agricultural production resulting from USAID assistance

DESCRIPTION

Definition: Physical production by crop

Unit of Measure: Relevant physical unit: e.g., kilos, tons

Disaggregated by: Gender of head of production unit

Justification/Management Utility: An indicator of change in production capacity

PLAN FOR DATA COLLECTION

Data Collection Method: Survey, reports

Data Source(s): Implementing partner

Frequency of Collection: Annual

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Consideration should be given to including livestock in the definition of production.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored

Indicator 3.2.0-b: Number of farmers assisted by principal activity and location

DESCRIPTION

Definition: Number of farmers

Unit of Measure: Individuals

Disaggregated by: Gender, principal activity and location

Justification/Management Utility: Helps to assess outreach

PLAN FOR DATA COLLECTION

Data Collection Method: Partner reports

Data Source(s): Implementing partners

Frequency of Collection: Semi-annual

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored

Indicator 3.2.0-c: Change in average household consumption level for households benefiting from USAID assistance

DESCRIPTION

Definition: Change in consumption expenditures

Unit of Measure: Monetary unit

Disaggregated by: Gender of head of household

Justification/Management Utility: A direct determinant of well being

PLAN FOR DATA COLLECTION

Data Collection Method: Survey

Data Source(s): Implementing partner

Frequency of Collection: Annual

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES – To be determined later

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation: TBD

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3 : Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored

Indicator 3.2.0-d: Percentage of USAID-assisted households experiencing improved access to food

DESCRIPTION

Definition: The meaning of food security is having access at all times to enough food for an active, healthy life for all household members. The caloric or nutritive intake necessary in Zimbabwe to meet such conditions can be taken from international organizations sources such as FAO or US Department of Agriculture.

Unit of Measure: The household is the basic unit.

Disaggregated by: Gender of the household head.

Justification/Management Utility: Provides a measure of the proportion of households that have seen their food security improved as a result of rising incomes resulting from USAID interventions. The underlying change of causation is that higher incomes enable low-income populations groups to consume more food.

PLAN FOR DATA COLLECTION

Data Collection Method: Formal or informal Survey (see reference in sources below); a survey questionnaire to assess household food intake is needed. Information from focus groups can be used to complement and corroborate the validity of data from informal surveys.

Data Source(s): The households with increased incomes can be picked up from the same data source for the percentage change in reported household income relative to baseline or previous period income - reference sheet for this indicator. Whenever there is no one-to-one relation between farms and household, that is when there are several households in a farm, the estimate for the farm can be estimated by aggregating the incomes for the households in the farm.

Frequency of Collection: Semi-annual surveys; quarterly focus groups

Estimated Cost of Collection: TBD - at some 25% of formal surveys probably some \$25K

Responsible Individual(s): Implementing partner team leader and USAID staff

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: One month after initial survey

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations: Complementarity between survey and focus group results; if inconsistent, implementing partners and USAID should revise survey estimates.

Date of Future Data Quality Assessments: One year after initial one

Procedures for Future Data Quality Assessments: Review data collection, maintenance and processing to minimize bias and reporting errors as possible.

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Baseline analysis will be required. The baseline analysis, combined with an informed judgment on what the situation would be absent USAID assistance, can be used to derive a counterfactual. The difference between conditions with USAID assistance and the estimate of what would have happened without such assistance can be used as the basis for attributing effect to USAID assistance. This is a dual indicator, in the sense that it is partially based on information collected for incomes indicator at the sub-result level, plus additional information relating to food consumption.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored

IR 3.2.1: improved Livelihoods, Income Generation and Employment

Indicator 3.2.1-a: Percent change in volume and value of commercial sales as a result of program assistance

DESCRIPTION

Definition: Volume refers to physical quantity of output; value is the volume times sales price

Unit of Measure: Physical units and US dollars

Disaggregated by: Gender

Justification/Management Utility: Proxy for change in commercial self-sustainability

PLAN FOR DATA COLLECTION

Data Collection Method: Informal (non-probability sampling) survey plus focus groups to complement/validate survey results

Data Source(s): Implementing partners

Frequency of Collection: Semi-annual for surveys; quarterly focus groups

Estimated Cost of Collection: TBD - at some 25% of formal surveys probably some \$25K

Responsible Individual(s): Implementing team leader partner

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: One month after initial survey

Known Data Limitations and Significance (if any): Less reliable than formal surveys

Actions Taken or Planned to Address Data Limitations: Complementarity between survey and focus group results; if inconsistent implementing partners should revise survey estimates

Date of Future Data Quality Assessments: One year after initial one

Procedures for Future Data Quality Assessments: Review data collection, maintenance and processing to minimize bias and reporting errors as possible.

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Baseline survey needed.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing
IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored
IR 3.2.1: Improved Livelihoods, Income Generation and Employment
Indicator 3.2.1-b: Percent change in volume and value of exports of targeted agricultural commodities as a result of program assistance

DESCRIPTION

Definition: Volume refers to physical quantity of output; value is the volume times sales price
Unit of Measure: Physical units and US dollars
Disaggregated by: Gender of exporter
Justification/Management Utility: An indicator of contribution to alleviating foreign exchange scarcity.

PLAN FOR DATA COLLECTION

Data Collection Method: Informal (non-probability sampling) survey plus focus groups to complement/validate survey results
Data Source(s): Implementing partners
Frequency of Collection: Semi-annual for surveys; quarterly focus groups
Estimated Cost of Collection: TBD - at some 25% of formal surveys probably some \$25K
Responsible Individual(s): Implementing team leader partner

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: One month after initial survey
Known Data Limitations and Significance (if any): Less reliable than formal surveys
Actions Taken or Planned to Address Data Limitations: Complementarity between survey and focus group results; if inconsistent implementing partners should revise survey estimates
Date of Future Data Quality Assessments: One year after initial one
Procedures for Future Data Quality Assessments: Review data collection, maintenance and processing to minimize bias and reporting errors as possible

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored

IR 3.2.1: improved Livelihoods, Income Generation and Employment

Indicator 3.2.1-c: Change in volume and value of production as a result of program assistance

DESCRIPTION

Definition: Volume refers to physical quantity of output; value is the volume times price of crop

Unit of Measure: Weight units and US dollars

Disaggregated by: Gender

Justification/Management Utility: A proxy for earnings capacity

PLAN FOR DATA COLLECTION

Data Collection Method: Informal (non-probability sampling) survey plus focus groups to complement/validate survey results

Data Source(s): Implementing partners

Frequency of Collection: Semi-annual for surveys; quarterly focus groups

Estimated Cost of Collection: TBD - at some 25% of formal surveys probably some \$25K

Responsible Individual(s): Implementing team leader partner

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: One month after initial survey

Known Data Limitations and Significance (if any): Less reliable than formal surveys

Actions Taken or Planned to Address Data Limitations: Complementarity between survey and focus group results; if inconsistent implementing partners should revise survey estimates

Date of Future Data Quality Assessments: One year after initial one

Procedures for Future Data Quality Assessments: Review data collection, maintenance and processing to minimize bias and reporting errors as possible.

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored

IR 3.2.1: Improved Livelihoods, Income Generation and Employment

Indicator 3.2.1-d: Percent change in household income as a result of program assistance

DESCRIPTION

Definition: Percentage change in reported household income relative to baseline or previous period income

Unit of Measure: US dollar percent change

Disaggregated by: Gender

Justification/Management Utility: Change in income is a good proxy for changes in living standards

PLAN FOR DATA COLLECTION

Data Collection Method: Informal (non-probability sampling) survey plus focus groups to complement/validate survey results

Data Source(s): Implementing partners

Frequency of Collection: Semi-annual for surveys; quarterly focus groups

Estimated Cost of Collection: TBD - at some 25% of formal surveys probably some \$25K

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: One month after initial survey

Known Data Limitations and Significance (if any): Less reliable than formal surveys

Actions Taken or Planned to Address Data Limitations: Complementarity between survey and focus group results; if inconsistent implementing partners should revise survey estimates

Date of Future Data Quality Assessments: One year after initial one

Procedures for Future Data Quality Assessments: Review data collection, maintenance and processing to minimize bias and reporting errors as possible

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Survey baseline needed

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored

IR 3.2.1: Improved Livelihoods, Income Generation and Employment

Indicator 3.2.1-e: Number of smallholder farmers who have adopted new technologies or practices as a result of USAID assistance

DESCRIPTION

Definition: Smallholdings are farms no larger than 3 acres supporting a single family with a mixture of cash crops and subsistence farming. Cash crops are those intended for sale in the market in the hope of making a profit. Subsistence farming refers to producing crops just for the consumption of the farmer's family - that is, not for selling the crops in the market.

Unit of Measure: Number of smallholder farmers

Disaggregated by: Gender of household head

Justification/Management Utility: Improved inputs and practices are a basis for higher incomes and thus for the restoration or improvement of livelihoods.

PLAN FOR DATA COLLECTION

Data Collection Method: Informal (non-probability sampling) survey plus focus groups to complement/validate survey results

Data Source(s): Implementing partners

Frequency of Collection: Semi-annual for surveys; quarterly focus groups

Estimated Cost of Collection: TBD - at some 25% of formal surveys probably some \$25K

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: One month after initial survey

Known Data Limitations and Significance (if any): Less reliable than formal surveys

Actions Taken or Planned to Address Data Limitations: Complementarity between survey and focus group results; if inconsistent implementing partners should revise survey estimates

Date of Future Data Quality Assessments: One year after initial one

Procedures for Future Data Quality Assessments: Review data collection, maintenance and processing to minimize bias and reporting errors as possible

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Baseline analysis needed. It may be based on the internal files or the reports of present partners.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Maintained and Restored/Economy Stabilized and Growing
IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored
IR 3.2.2: Reestablished and Strengthened Social Safety Net Institutions
Indicator 3.2.2-a: Number of diagnostic and prescriptive analyses supported by USAID

DESCRIPTION

Definition: Analytic reports or studies
Unit of Measure: Number
Disaggregated by: N/A
Justification/Management Utility: Analyses would provide basis for recommendations

PLAN FOR DATA COLLECTION – to be determined later

Data Collection: Method: Record all analytic/study reports
Data Source(s): Implementing partner and or USAID
Frequency of Collection: N/A
Estimated Cost of Collection:
Responsible Individual(s): Designated implementing partner staff and USAID M&E Specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A
Known Data Limitations and Significance (if any): N/A
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments:
Procedures for Future Data Quality Assessments: Regular checks on partner filing systems to make sure that number of reports recorded tally with what is on file.

PERFORMANCE DATA TABLE

Method of Calculation:
Example:
Key to Table:
Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Maintained and Restored/Economy Stabilized and Growing
IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored
IR 3.2.2: Reestablished and Strengthened Social Safety Net Institutions
Indicator 3.2.2-b: Number of workshops, seminar or conferences carried out under USAID auspices

DESCRIPTION

Definition: Events to educate, analyze, discuss, or create awareness of issues
Unit of Measure: Number of events
Disaggregated by: Population subgroup if relevant
Justification/Management Utility: For public awareness in addition to analysis

PLAN FOR DATA COLLECTION – To be determined later

Data Collection Method: Participant list
Data Source(s): Implementing partner
Frequency of Collection: Quarterly, tallied annually
Estimated Cost of Collection: N/A
Responsible Individual(s): Implementing partner M&E staff

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A
Known Data Limitations and Significance (if any): N/A
Actions Taken or Planned to Address Data Limitations: N/A
Date of Future Data Quality Assessments: N/A
Procedures for Future Data Quality Assessments: Spot check partner records to verify if participant lists are on file, and that partner is complying with USAID DQA criteria.

PERFORMANCE DATA TABLE

Method of Calculation:
Example:
Key to Table:
Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Maintained and Restored/Economy Stabilized and Growing
IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored
IR 3.2.2: Reestablished and Strengthened Social Safety Net Institutions
Indicator 3.2.2-c: Number of social insurance models designed in accordance with USAID-supported recommendations

DESCRIPTION

Definition: System schemes or changes to schemes based on USAID-supported recommendations
Unit of Measure: Changes or systems adopted
Disaggregated by: By population subgroups if appropriate
Justification/Management Utility: Clear indication of impact

PLAN FOR DATA COLLECTION – To be determined later

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s): P

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Maintained and Restored/Economy Stabilized and Growing

IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored

IR 3.2.3: Returnees Attracted, Protected, and Integrated

Indicator 3.2.3-a: Number of rural households headed by migrants assisted

DESCRIPTION

Definition: Household refers to people living in a dwelling; a household may comprise more than one family.

Unit of Measure: Number of households

Disaggregated by: Gender of head of household

Justification/Management Utility: An indicator of outreach

PLAN FOR DATA COLLECTION To be determined later

Data Collection Method: Partner reports/Household beneficiary list

Data Source(s): Implementing partner

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Maintained and Restored/Economy Stabilized and Growing
IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored
IR 3.2.3: Returnees Attracted, Protected, and Integrated
Indicator 3.2.3-b: Volume, value, and percent change of production and/or income of migrants assisted

DESCRIPTION

Definition: Volume refers to physical quantity; production is output times price
Unit of Measure: Physical and monetary
Disaggregated by: Gender
Justification/Management Utility: Production and income contribute to standards of living

PLAN FOR DATA COLLECTION – To be determined later

Data Collection Method:
Data Source(s):
Frequency of Collection:
Estimated Cost of Collection:
Responsible Individual(s): P

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:
Known Data Limitations and Significance (if any):
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments:
Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:
Example:
Key to Table:
Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Maintained and Restored/Economy Stabilized and Growing

IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored

IR 3.2.3: Returnees Attracted, Protected, and Integrated

Indicator 3.2.3-c: Number of migrants who have received short-term agricultural sector productivity training

DESCRIPTION

Definition: Number of migrants

Unit of Measure: Number

Disaggregated by: Gender

Justification/Management Utility: A proxy for raising income potential of migrants

PLAN FOR DATA COLLECTION – To be determined later

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Maintained and Restored/Economy Stabilized and Growing

IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored

IR 3.2.4: Effective Food Aid Ensured

Indicator 3.2.4-a: Number of analyses of ways to avoid possible adverse effects of food assistance on Zimbabwe's economies

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by: Not applicable

Justification/Management Utility:

PLAN FOR DATA COLLECTION – To be determined later

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Maintained and Restored/Economy Stabilized and Growing

IR 3.2: Basic Economic Activity and Livelihoods Maintained/Restored

IR 3.2.4: Effective Food Aid Ensured

Indicator 3.2.4-b: Number and type of reforms in USAID food assistance systems or mechanisms as a result of AO3-supported analyses for Zimbabwe

DESCRIPTION

Definition: Changes in USAID procedures for food assistance

Unit of Measure: Changes

Disaggregated by: Not applicable

Justification/Management Utility: Importance of not impairing local farmers' earnings capacity

PLAN FOR DATA COLLECTION – To be determined later

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.3: Macro-economic Foundation for Economic Growth Created

Indicator 3.3.0-a: Assessments by International Monetary Fund

DESCRIPTION

Definition: Article IV consultations and similar analyses by IMF

Unit of Measure: Reports

Disaggregated by: Not applicable

Justification/Management Utility: IMF monitors macro-economic conditions on a regular basis

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing

IR 3.3: Macro-economic foundation for economic growth created

IR 3.3.1: Reliable data for policy formulation collected and analyzed

Indicator 3.3.1-a: Number of person-days of training of key personnel trained in statistical methods and data gathering and processing

DESCRIPTION

Definition: Definition of key personnel: To be established in consultation with GOZ operating unit, IMF, and World Bank. The objective would be to train people who potentially can influence the identification and production of data needed. Accordingly decision-makers at high to medium level of authority, as well as staff responsible for data gathering, processing, analysis and publication are relevant.

Unit of Measure: Person-days

Disaggregated by: Gender

Justification/Management Utility: The quality of economic policy is dependent on the quality and availability of economic information.

PLAN FOR DATA COLLECTION

Data Collection Method: File review - reports by implementing partners

Data Source(s): Implementing partners

Frequency of Collection: Monthly

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2 months after initial monthly report

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations: Revise reporting methods

Date of Future Data Quality Assessments: 6 months after initial one

Procedures for Future Data Quality Assessments: Review procedures consistency to ensure comparability

PERFORMANCE DATA TABLE

Method of Calculation: The sum of the product of persons times the training days for each person

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing

IR 3.3: Macro-economic Foundation for Economic Growth Created

IR 3.3.2: Effective Fiscal Policy Developed and Implemented

Indicator 3.3.2-a: Number of fiscal policies/regulations/administrative procedures analyzed as a result of USAID assistance

DESCRIPTION

Definition: Number of viable policy/regulatory/administrative models developed for the consideration of decision-makers for possible implementation by the GOZ. Examples include: tax law - individual, corporate, consumption, value added, trade, property - with accompanying regulations; preliminary/final revenue estimates attaching to tax laws; training manuals on revenue estimating techniques. Items (policies, regulations, procedures) have to be potentially useful to audiences such as the Ministry of Finance, the Reserve Bank, Parliament, the President's Office, other members of the cabinet.

Unit of Measure: A cardinal number - of policies

Disaggregated by: Not applicable

Justification/Management Utility: Good fiscal policies, regulations and procedures have a strong impact on macro-economic stability.

PLAN FOR DATA COLLECTION

Data Collection Method: File review - reports by implementing partners

Data Source(s): Implementing partners

Frequency of Collection: quarterly

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2 months after initial quarterly report

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations: Revise reporting methods

Date of Future Data Quality Assessments: 6 months after initial one

Procedures for Future Data Quality Assessments: Review procedures consistency to ensure comparability.

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing

IR 3.3: Macro-economic foundation for economic growth created

IR 3.3.2: Effective Fiscal Policy Developed and Implemented

Indicator 3.3.2-b: Number of person-days of training of key personnel trained in fiscal policy with USAID assistance

DESCRIPTION

Definition: To be established in consultation with GOZ operating unit following IMF guidance. The objective would to train people who potentially can influence fiscal policy and practices. Accordingly decision-makers at high to medium level of authority as well as staff responsible for position papers and technical advice and inputs qualify.

Unit of Measure: Person-days

Disaggregated by: Gender

Justification/Management Utility: The quality of fiscal policy and fiscal administration depends on the quality of the analysis and the underlying information. A build-up of expertise is required.

PLAN FOR DATA COLLECTION

Data Collection Method: File review - reports by implementing partners

Data Source(s) : Implementing partners

Frequency of Collection: Monthly

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2 months after initial monthly report

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations: Revise reporting methods

Date of Future Data Quality Assessments: 6 months after initial one

Procedures for Future Data Quality Assessments: Review procedures consistency to ensure comparability

PERFORMANCE DATA TABLE

Method of Calculation: The sum of the product of persons times the training days for each person

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economic Stabilized and Growing

IR 3.3: Macro-economic foundation for economic growth created

IR 3.3.3: Effective Revenue Collection System Developed and Implemented

Indicator 3.3.3-a: Number of key personnel in fiscal revenue administration trained

DESCRIPTION

Definition: To be established in consultation with GOZ operating unit following IMF guidance. The objective would to train people who potentially can influence revenue collection practices. Accordingly decision-makers at high to medium level of authority as well as staff responsible for position papers and technical advice and inputs qualify.

Unit of Measure: Person-days: the sum of the product of persons times the days of training for each person

Disaggregated by: Gender

Justification/Management Utility: Effective fiscal revenue collection contributes to balanced budgets and macroeconomic stability

PLAN FOR DATA COLLECTION

Data Collection Method: File review - reports by implementing partners

Data Source(s): Implementing partners

Frequency of Collection: Monthly

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2 months after initial monthly report

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations: Revise reporting methods

Date of Future Data Quality Assessments: 6 months after initial one

Procedures for Future Data Quality Assessments: Review procedures consistency to ensure comparability

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing

IR 3.3: Macro-economic foundation for economic growth created

IR 3.3.3: Effective revenues collection systems developed and implemented

Indicator 3.3.3-b: Number of revenue collection procedures improved with USAID assistance

DESCRIPTION

Definition: Procedures are those judged to be important by the GOZ and are consistent with IMF guidance.

Unit of Measure: Number of procedures

Disaggregated by: Revenue source

Justification/Management Utility: Important for budget balance and macroeconomic stability

PLAN FOR DATA COLLECTION

Data Collection Method: File reports

Data Source(s): Implementing partners

Frequency of Collection: TBD

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing

IR 3.3: Macro-economic foundation for economic growth created

IR 3.3.4: Government Budgeting Capacity Developed

Indicator 3.3.4-a: Number of person-days of key personnel trained in budgeting methods with USAID assistance

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection: TBD

Estimated Cost of Collection: TBD

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing

IR 3.3: Macro-economic foundation for economic growth created

IR 3.3.4: Government Budgeting Capacity Developed

Indicator 3.3.4-b: Number of government budgeting procedures reformed with USAID assistance

DESCRIPTION

Definition: Changes in budgeting procedures associated with USAID assistance

Unit of Measure: Number of changes

Disaggregated by: Not applicable

Justification/Management Utility: A proxy for effects on budgeting procedures

PLAN FOR DATA COLLECTION – To be determined later

Data Collection Method:

Data Source(s):

Frequency of Collection: TBD

Estimated Cost of Collection: TBD

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained Economy Stabilized and Growing

IR 3.4: Improved Business Enabling Environment

Indicator 3.4.0-a: Overall ranking in World Bank's Doing Business Zimbabwe Report

DESCRIPTION

Definition: Yearly report that assesses the relative adequacy of the legal and regulatory environment of some 180 countries in the world

Unit of Measure: Annual report

Disaggregated by: Not relevant

Justification/Management Utility: The report is directly related to the intermediate result

PLAN FOR DATA COLLECTION

Data Collection Method: Outside public domain report

Data Source(s): Implementing partner international organization

Frequency of Collection: Yearly

Estimated Cost of Collection: Not significant

Responsible Individual(s): USAID staff

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Upon publication of World Bank report

Known Data Limitations and Significance (if any): World Bank sampling basis or procedures may not accurately reflect reality

Actions Taken or Planned to Address Data Limitations: Complementary analysis if warranted in the opinion of USAID

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: Review by USAID

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Doing Business Report for Zimbabwe mirrors reasonably well conditions in the country. As the policy setting evolves USAID will have to determine if the procedures used for the report are capable of picking up the changes.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.4: Improved Business Enabling Environment

IR3.4.1: Private Sector Associations Strengthened

Indicator 3.4.1-a: Number of Associations Undertaking Capacity Strengthening as a result of USAID assistance

DESCRIPTION

Definition: Associations refer to institutions that provide services to businesses. The nature of the services relate to corporate governance, management practices, human resources management, financial administration, service delivery and external relations.

Unit of Measure: Number of institutions in capacity training per semester

Disaggregated by: Gender of president or equivalent; industry

Justification/Management Utility: Is a measure of efforts to regain lost capabilities

PLAN FOR DATA COLLECTION

Data Collection Method: Reports

Data Source(s): Implementing partners

Frequency of Collection: Every two months

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Two months after first report

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations: Revision of data procedures

Date of Future Data Quality Assessments: 6 months after the initial one

Procedures for Future Data Quality Assessments: Review problems discovered in prior assessments

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Baseline study needed to establish the management and financial health of the associations as well as present and potential outreach. Suggest informal survey by sector and region as part of the study. The analysis should also contain an overview of the situation of similar associations in other countries in South and Eastern Africa, as well as in other regions of the developing world including the former USSR bloc countries in Europe. The latter should provide a basis for realistic expectations for Zimbabwe.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained Economy Stabilized and Growing

IR 3.4: Improved Business Enabling Environment

IR 3.4.1: Private Sector Associations Strengthened

Indicator 3.4.1-b: Number of active members in the associations receiving USAID assistance

DESCRIPTION

Definition: Firms that joined the association since the last reporting period

Unit of Measure: Number of firms

Disaggregated by: Gender of firms' top manager

Justification/Management Utility: A proxy for the demand and capacity of association services

PLAN FOR DATA COLLECTION

Data Collection Method: File reports

Data Source(s): Implementing partners

Frequency of Collection:

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing

IR 3.4: Improved Business Enabling Environment

IR 3.4.2: Efficient Legal and Regulatory System for Business Created

Indicator 3.4.2-a: Number of core commercial laws drafted and presented for public or stakeholder consultation as a result of USAID assistance

DESCRIPTION

Definition: Core commercial laws are ones falling into categories such as company law, contract law and enforcement, real property, mortgage law, secured transactions law, bankruptcy law, competition policy, commercial dispute resolution, foreign direct investment, corporate governance, and international trade law

Unit of Measure: Number of laws drafted

Disaggregated by: Industry

Justification/Management Utility: These laws have strong effects on the doing business environment

PLAN FOR DATA COLLECTION

Data Collection Method: Regular reports

Data Source(s): Implementing partners

Frequency of Collection: Every two months

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: One month after initial report

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations: Periodic review of relevant criteria with implementing partners

Date of Future Data Quality Assessments: Six months after initial one

Procedures for Future Data Quality Assessments: Prior to assessment review relevant previous findings to ensure they have been taken into account

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Baseline survey of law reforms needed. Disaggregate by industry and region. The survey analysis should also be linked to material in the World Bank Doing business report and other similar analyses - the Booz Allen report, for example.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing

IR 3.4: Improved Business Enabling Environment

IR 3.4.2: Efficient Legal and Regulatory System for Business Created

Indicator 3.4.2-b: Number of changes in core commercial laws by the legislature facilitated by USAID assistance

DESCRIPTION

Definition: Reforms in key commercial laws

Unit of Measure: Number of changes

Disaggregated by: Industry, as relevant

Justification/Management Utility: Important for the enhancement of the enabling environment

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing

IR 3.4: Improved Business Enabling Environment

IR 3.4.3: Transaction Costs for International Trade Reduced

Indicator 3.4.3-a: Number of trade barriers diagnostic and prescriptive analyses conducted as a result of USAID interventions

DESCRIPTION

Definition: Diagnostic is broadly defined as analyses that identify the nature and importance of laws, regulations or procedures that raise the cost of trading and thus discourage international trade activities. Prescriptive relates to offering recommendations on how to reduce or eliminate the trade barriers and guidance for implementing the suggestions.

Unit of Measure: Number of analyses

Disaggregated by: Industry as appropriate

Justification/Management Utility: Taking advantage of the potential benefits from international trade is essential to open the development potential of a small economy such as Zimbabwe. This indicator helps track how USAID is contributing to such an objective.

PLAN FOR DATA COLLECTION

Data Collection Method: File report

Data Source(s): Implementing partner

Frequency of Collection: Quarterly

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Two months after initial report

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations: Discussions with implementing partners to improve report shortcomings

Date of Future Data Quality Assessments: Six after months initial one

Procedures for Future Data Quality Assessments: Report revisions

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

The World Bank's Annual Doing Business 2010 report on Zimbabwe is a good reference for identifying broad areas where cost-raising barriers to trade exist. Zimbabwe is among the worst country performers in this area.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained Economy Stabilized and Growing
IR 3.4: Improved Business Enabling Environment
IR 3.4.3: Transaction Costs for International Trade Reduced
Indicator 3.4.3-b: Number of trade reform recommendations adopted arising from USAID facilitated analyses

DESCRIPTION

Definition: Recommendations accepted by GOZ authorities or private sector associations
Unit of Measure: Number of recommendations
Disaggregated by: Industry, when relevant
Justification/Management Utility: Facilitates assessing progress toward free international trade

PLAN FOR DATA COLLECTION –To be determined later

Data Collection Method: File reports
Data Source(s): Implementing partners
Frequency of Collection: Semi-annual
Estimated Cost of Collection: TBD
Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:
Known Data Limitations and Significance (if any):
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments:
Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:
Example:
Key to Table:
Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Consider placing the activities involved in this under IR3.2 and indicating that development of this subcomponent is conditioned on progress in the improved business environment component.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing
IR 3.4: Improved Business Enabling Environment
IR 3.4.4: Effective Contract Enforcement and Dispute Resolution Procedures in Place
Indicator 3.4.4-a: Number of alternative dispute resolution procedures put in place with USAID assistance

DESCRIPTION

Definition: Contract enforcement refers to parties being able to exercise property rights deriving from contracts

Unit of Measure: Number of alternative procedures

Disaggregated by:

Justification/Management Utility: An essential institution in market economies

PLAN FOR DATA COLLECTION

Data Collection Method: File reports

Data Source(s): Implementing partners

Frequency of Collection:

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Two months after initial report

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing

IR 3.4: Improved Business Enabling Environment

IR 3.4.4: Effective Contract Enforcement and Dispute Resolution Procedures in Place

Indicator 3.4.4-b: Number of analyses of current contract enforcement systems with recommendations towards their strengthening

DESCRIPTION

Definition: Contract enforcement refers to parties being able to exercise property rights deriving from contracts

Unit of Measure: Number of analyses

Disaggregated by: Gender

Justification/Management Utility: An essential institution in market economies

PLAN FOR DATA COLLECTION

Data Collection Method: File reports

Data Source(s): Implementing partners

Frequency of Collection:

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Two months after initial report

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing

IR 3.4: Improved Business Enabling Environment

IR 3.4.5: Utility Regulations to Promote Investment and Sustainable Services Improved

Indicator 3.4.5-a: Number of analyses on policy/regulations and procedures as basis for reforms that make utility services efficient, effective, and financially viable

DESCRIPTION

Definition: Efficiency relates to achieving maximum output with a given level of resource input in the production and distribution of utility services (production and distribution of energy for example); effective relates to the outreach of the services - business should be able to count on and include in their plans the availability of the services under prices that reflect the cost of producing the services efficiently; financially viable means that the organizations providing the services must be financially self-sustainable or at least cover all or large proportions of operational and maintenance costs.

Unit of Measure: Number of analyses

Disaggregated by: Major utility industry (e.g., power, water, communication, transportation) and regions as appropriate

Justification/Management Utility: Dependable utility services are frequently a pre-requisite for private sector investment activities

PLAN FOR DATA COLLECTION

Data Collection Method: Specialized reports and studies

Data Source(s): Implementing partners

Frequency of Collection: Quarterly

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Two months after initial report or studies

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations: Revisions to enhance completeness and accuracy of reports

Date of Future Data Quality Assessments: Six months after initial one

Procedures for Future Data Quality Assessments: Periodic review with partner

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

A baseline analysis based on existing documentation or new survey data would help identify the priority needs in the utility sector.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing

IR 3.4: Improved Business Enabling Environment

IR 3.4.5: Utility Regulations to Promote Investment and Sustainable Services Improved

Indicator 3.4.5-b: Number of recommendations from USAID-supported analyses submitted for adoption by the GOZ, utility providers, or private sector institutions

DESCRIPTION

Definition: Number of changes or new procedures recommended

Unit of Measure: Number

Disaggregated by: Not applicable

Justification/Management Utility: A proxy for improvement of the provision of utility services

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained Economy Stabilized and Growing

IR 3.4: Improved Business Enabling Environment

IR 3.4.6: Social Supports Re-established (pension and disability)

Indicator 3.4.6-a: Number of research analyses to lay conceptual foundations for the strengthening of social insurance systems and implementation.

DESCRIPTION

Definition: Social insurance refers to a system for providing protection against conditions such as poverty, old age, disability, and unemployment among others. In modern economies, protection in old-age involves systems of pensions. Health insurance schemes can be used to provide health protection.

Unit of Measure: Number of analyses

Disaggregated by: Protection area contemplated - for example: poverty, old age, infant protection, disability, and unemployment

Justification/Management Utility: Zimbabwe's former system of social protection has been much weakened as a result of economic mismanagement. As the economy recovers the social protection system has to be enhanced on humanitarian and socio-political grounds.

PLAN FOR DATA COLLECTION

Data Collection Method: Research studies submitted to USAID or implementing partners

Data Source(s): Implementing partners

Frequency of Collection: TBD

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader/USAID staff

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: TBD

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations: Reviews of evolving data needs

Date of Future Data Quality Assessments: TBD

Procedures for Future Data Quality Assessments: TBD

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Consider placing the activities involved in this under IR3.2 and indicating that development of this subcomponent is conditioned on progress in the improved business environment component.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained Economy Stabilized and Growing

IR 3.4: Improved Business Enabling Environment

IR 3.4.6: Social Supports Re-established (pension and disability)

Indicator 3.4.6-b: Number of conferences, workshops and seminars facilitated by USAID to explore reform solutions

DESCRIPTION

Definition: Number of indicated events

Unit of Measure: Events

Disaggregated by: Area of social insurance

Justification/Management Utility: Social stability is essential for well-functioning and stable business environments

PLAN FOR DATA COLLECTION

Data Collection Method: Participant lists/workshops/conference reports

Data Source(s): Implementing partners

Frequency of Collection:

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Consider placing the activities involved in this under IR3.2 and indicating that development of this subcomponent is conditioned on progress in the improved business environment component.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained Economy Stabilized and Growing

IR 3.5: Increase Private Sector Productivity

Indicator 3.5.0-a: Change in GDP per hour of work in selected industries

DESCRIPTION

Definition: GDP (or value added) is the value of the firms' output minus the value of the inputs they purchase from other firms

Unit of Measure: Monetary units (dollars) in constant purchasing power - i.e., adjusted for inflation using appropriate price indexes

Disaggregated by: Gender, industry and region as appropriate

Justification/Management Utility: A more precise measure of labor productivity than GDP per worker

PLAN FOR DATA COLLECTION

Data Collection Method: TBD - probably survey data from selected firms in targeted industries

Data Source(s): Implementing partners

Frequency of Collection: TBD

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Consider placing the activities involved in this under IR3.2 and indicating that development of this subcomponent is conditioned on progress in the improved business environment component.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored and Maintained/Economy Stabilized and Growing

3.5: Increased Private Sector Productivity

IR 3.5.1: Market linkages developed and strengthened

Indicator 3.5.1-a: Number of enterprises linked to other firms as a result of USAID assistance

DESCRIPTION

Definition: Number of firms of any size with contracts or business agreements with other firms as a result of USAID assistance

Unit of Measure: Number of firms

Disaggregated by: Gender of head of firm

Justification/Management Utility: A proxy for opportunities to take advantage of economies of specialization and scale

PLAN FOR DATA COLLECTION

Data Collection Method: TBD

Data Source(s): TBD

Frequency of Collection: TBD

Estimated Cost of Collection: TBD

Responsible Individual(s): TBD

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Disaggregation by gender of head of firm may prove difficult if multiple shareholders are involved.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.5: Increased Private Sector Productivity

IR 3.5.1: Market linkages developed and strengthened

Indicator 3.5.1-b: Number of small-to-medium size firms with contracts or business agreements with larger firms

DESCRIPTION

Definition: Small may be defined as enterprises with less than 5 employees including owner

Unit of Measure: Number of firms

Disaggregated by: Gender of head of firms

Justification/Management Utility: The indicator is useful for measuring progress toward the goal of allowing economies of scale and specialization

PLAN FOR DATA COLLECTION

Data Collection Method: File reports

Data Source(s): Implementing partners

Frequency of Collection: Annual

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: 2 months after initial report

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Disaggregation by gender of head of firm may prove difficult if multiple shareholders are involved.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.5: Increased Private Sector Productivity

IR 3.5.I: Market linkages developed and strengthened

Indicator 3.5.I-c: Volume, value, and percent change of commercial sales and exports of agricultural commodities

DESCRIPTION

Definition:

Unit of Measure:

Disaggregated by:

Justification/Management Utility:

PLAN FOR DATA COLLECTION

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.5: Increase private sector productivity

IR 3.5.2: Business Support Services Adequate and Available to All Sectors

Indicator 3.5.2-a: Number of firms that acquired business support services with USAID assistance

DESCRIPTION

Definition: Firms that buy services from other firms

Unit of Measure: Firms

Disaggregated by: Gender of head of firm

Justification/Management Utility: An indicator of increased potential for taking advantage of economies of scale and specialization

PLAN FOR DATA COLLECTION

Data Collection Method: Partner reports

Data Source(s): Implementing partner

Frequency of Collection: Quarterly

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

Definitions of "firm" and "services" require consideration.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.5: Increase Private Sector Productivity

IR 3.5.2: Business Support Services Adequate and Available to All Sectors

Indicator 3.5.2-b: Change in annual sales of firms acquiring business services with USAID assistance

DESCRIPTION

Definition: Change in all sales

Unit of Measure: Monetary unit

Disaggregated by:

Justification/Management Utility: A proxy for the effects of greater access to business services

PLAN FOR DATA COLLECTION - to be determined later

Data Collection Method:

Data Source(s):

Frequency of Collection:

Estimated Cost of Collection:

Responsible Individual(s):

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.5: Increased Private Sector Productivity

IR 3.5.3: Skills capacity redeployed developed and utilized

Indicator 3.5.3-a: Number of individuals who have received productivity training with USAID assistance

DESCRIPTION

Definition: Beneficiaries of USAID programs

Unit of Measure: Number of individuals

Disaggregated by: Gender

Justification/Management Utility: Skills enhancement is associated with higher productivity

PLAN FOR DATA COLLECTION

Data Collection Method: Participant lists/Reports

Data Source(s): Implementing partners

Frequency of Collection: Quarterly

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.5: Increased Private Sector Productivity

IR 3.5.3: Skills capacity redeployed developed and utilized

Indicator 3.5.3-b: Number of job placements facilitated by USAID assistance

DESCRIPTION

Definition: Number of individuals trained by USAID programs who transition from unemployment to employment, or to a higher paying job, as a result of the enhanced skills acquired

Unit of Measure: Number of individuals

Disaggregated by: Gender

Justification/Management Utility: A good indicator of the income-enhancing effects of training

PLAN FOR DATA COLLECTION

Data Collection Method: Reports and surveys

Data Source(s): Implementing partners

Frequency of Collection: Quarterly

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

A03: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.5: Increased Private Sector Productivity

IR 3.5.4: Improved livelihoods

Indicator 3.5.4-a: Percentage and absolute change in average income per household member

DESCRIPTION

Definition: Indicator relates to households where at least one member has benefited from USAID programs

Unit of Measure: Total household income divided by number of household members

Disaggregated by: Gender

Justification/Management Utility: A good proxy for change in living standards

PLAN FOR DATA COLLECTION

Data Collection Method: Reports and surveys

Data Source(s): Implementing partners

Frequency of Collection: Annually

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO3: Livelihoods Restored-Maintained/Economy Stabilized and Growing

IR 3.5: Increased Private Sector Productivity

IR 3.5.4: Improved livelihoods

Indicator 3.5.4-b: Number of individuals or small enterprises that transition into formal sector

DESCRIPTION

Definition: Formal sector defined as firms covered by laws and regulations

Unit of Measure: Persons and firmst

Disaggregated by: Gender of individual or head of firm

Justification/Management Utility: An indicator of enhanced income potential

PLAN FOR DATA COLLECTION

Data Collection Method: Reports and surveys

Data Source(s): Implementing partners

Frequency of Collection: Semi-annually

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment:

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations:

Date of Future Data Quality Assessments:

Procedures for Future Data Quality Assessments:

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

COMMENTS

5. AO 4 ECONOMIC GROWTH: AGRICULTURAL SECTOR

5.1 RESULTS FRAMEWORK

Since the late 1990s, systemic destruction of agriculture and agribusiness is well documented. Introduction of price controls on the inputs and outputs of farming, expropriation of commercial farming land, and forced contracting and seizure of maize and wheat reduced overall productivity. Furthermore, elimination of any real form of security of land tenure as a result of the Fast Track Land Resettlement Program served as a major disincentive to agricultural production.

In the small-scale rural farming sector, low agricultural production is due to poor yields. Poor yields are principally caused by disruptions in seed and fertilizer deliveries to small-scale farmers. In the commercial agricultural sector, although physical structures still stand, a large proportion of the land that was previously cultivated lies idle, and there is a severe reduction in the capacity of labor needed to work the land.

Key reforms announced in late January and early February in the 2009/2010 Budget Statement and the Monetary Policy Statement will have a profoundly positive impact on agriculture and agribusiness if they are sustained. The most notable of these are the elimination of price controls and the introduction of a “multi-currency” environment. These have created an opening for the recovery of Zimbabwean agriculture and agribusiness.

USAID/Zimbabwe has decided to make timely interventions that can support the process of sustainable, private sector-driven agricultural recovery to achieve tangible household-level impacts.

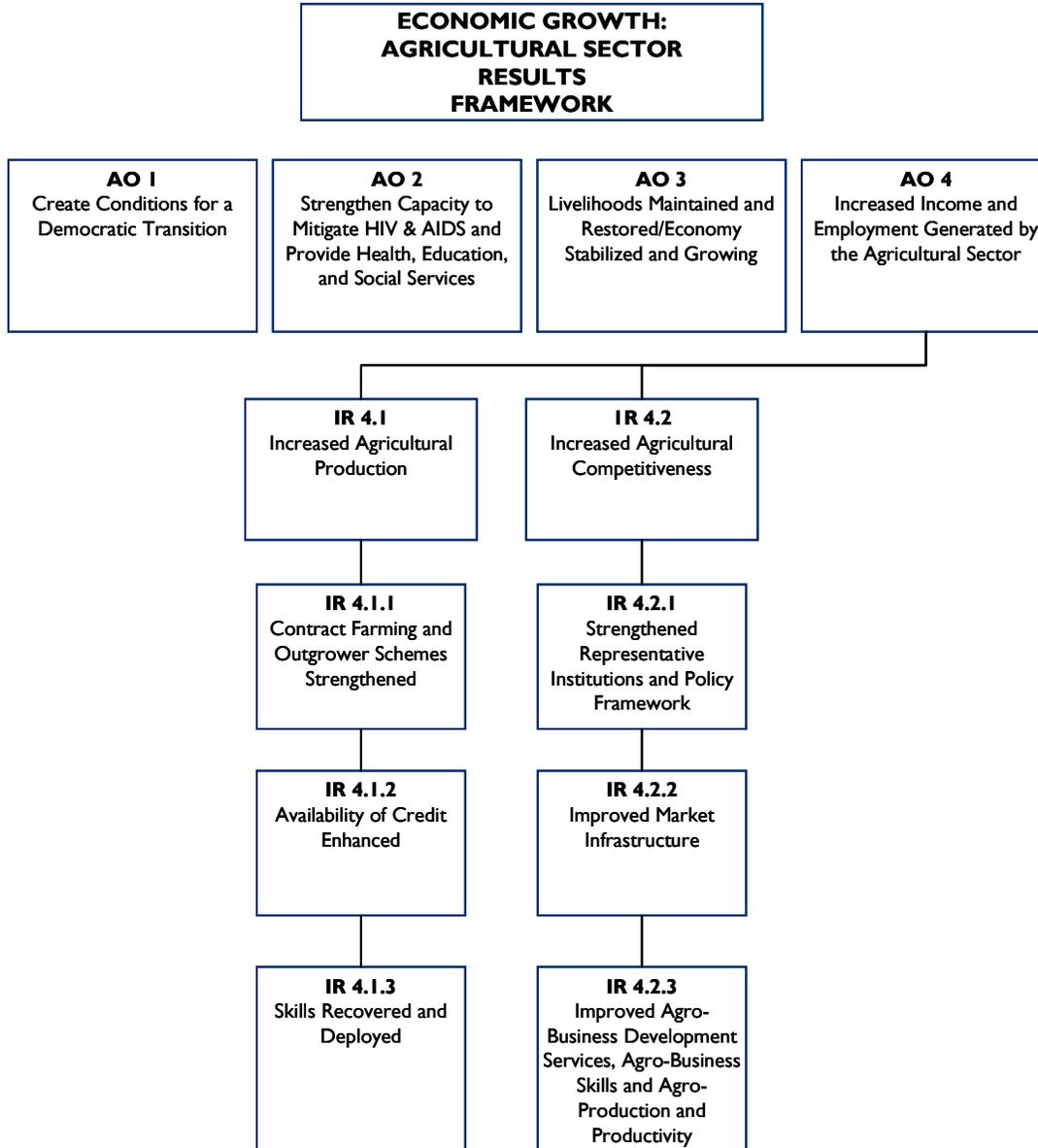
Under the AO 4, USAID will undertake activities to increase production (IR 4.1) through contract farming, access to credit, and skills development as well as activities to increase the competitiveness (IR 4.2) of the private sector through policy advocacy, an effective dialogue between business and government, creation of business linkages, and the streamlining of regulations.

The overall objective is to increase incomes and food security of agricultural producers, and to generate more income and employment of rural agro-businesses through increased agricultural production, productivity, agro-processing, and investment. It is hoped that USAID's assistance in the agriculture sector, targeting the smallholders, will propel the process of sustainable private sector driven agricultural recovery.

The work will be carried out in appropriate ecological zones and historical geographic areas of high growth potential that demonstrate potential market linkages that can lead to significant increases in producer and rural incomes, private investment, sales, jobs, and exports. The targeted sectors shall be determined according to market demand and value chains with markets that offer the highest returns to producers and agribusiness, and where Zimbabwe may possess a long term competitive advantage and prospects of high growth potential. The commodities under this program could include high value horticultural crops and perennial crops such as vegetables,

fruits, flowers, coffee, tea, citrus, mangoes, litchi, bananas, cotton, sugar, oil seeds, pulses, and staple crops (maize and cassava).

Agriculture competitiveness will be driven through an enhanced enabling environment for Zimbabwean farmers and agribusinesses, increased efficiencies in agricultural markets and the



development and application of improved technologies. Strengthening representative institutions (agricultural finance, grain market infrastructure, food security policy, land tenure, trade in agricultural commodities, import and export tariffs) and improving market institutional infrastructure (warehouse receipt system, commodity exchange) will be important activities to undertake.

5.2 PERFORMANCE INDICATORS

The Results Framework generally describes how activities, outputs and outcomes are intended to work together to result in the achievement of an objective. Indicators are then used to measure intended changes as defined in the Results Framework. A full set of indicators has been identified and described in detail including each indicator's definition, utility, unit of measure, data source(s), baseline and targets, etc. The full set of PMP Indicators organized by AO and IR levels can be found in **Section 5.5 Performance Indicator Reference Sheets**.

The indicators are recommended as being appropriate for this current initial phase of the five-year PMP cycle, and may need to be modified in the future. As explained in ADS 203.3.4.7, "It is expected that over the life-cycle of a project, different types of indicators will be more informative at different times: in the early stages, output indicators will be the primary source of performance information, while at later stages outcome and impact indicators will be more important." The full set of indicators has been specified at the outset, and even indicators that are subsequently dropped – for instance, because they are unsatisfactory or are no longer used because their targets have been met – should be retained for reference in PMP records.

USAID Missions/Offices generally have the authority to approve changes to PMP performance indicators, and AO Teams are responsible for documenting these changes while updating their PMPs.

5.3 CRITICAL ASSUMPTIONS

Success of USAID's program in Zimbabwe is conditional upon a number of critical assumptions, which must be met in order for the USG to engage in the recovery and development programs outlined herein. The most noteworthy critical assumptions are listed below.

- An adequate demonstration of commitment by government to the five principles for re-engagement:
 - Full and equal access to humanitarian assistance.
 - Commitment to macroeconomic stabilization in accordance with guidance from relevant international agencies.
 - Restoration of the rule of law, including enforcement of contracts and an independent judiciary and respect for property rights.
 - Commitment to democratic processes and respect for internationally accepted human rights standards, including a commitment to freedom of expression, freedom of print and broadcast media, freedom of assembly, and freedom of association.
 - A commitment to timely elections held in accordance with international standards, and in the presence of international observers.
- The basic conditions for the development of macroeconomic stability namely:
 - A freely convertible currency.
 - The elimination of price controls.

- The absence of trade prohibitions.
- The elimination of quasi-fiscal activities by the Reserve Bank.
- A functioning, transparent, and responsive government.
- A functioning financial system.
- The existence of private sector associations that have sufficiently well-developed structures for governance to serve as partners in development assistance, and which can be held accountable and responsible for the receipt and use of funds.

The above assumptions are high level and target government functioning and institutions, and certainly will influence how the agriculture sector functions. But there are number of assumptions at the agricultural production level that could be equally important. For increased agricultural production, the following are additional assumptions.

- Demand for high value crops targeted by AO 4 both for local consumption (direct use, and post harvest value added products) and for export.
- Ability and willingness of sufficient numbers of farmers to become contract growers; and of buyers, out-growers, traders, etc., to engage in enforceable contracts to buy produce at pre-agreed prices and volumes, and their ability to provide necessary technical and logistic support to contract growers.
- Availability of and farmers' access to improved technology, agricultural inputs, technical support, credit, farm equipment, irrigation, and other resources to make contract growing an efficient and productive operation.
- Availability of and access to market infrastructure (storage, roads, transportation) linking produce to markets in a timely and efficient manner are equally important.

5.4 REPORTING PROCEDURES AND RESPONSIBILITIES

It will be the prerogative of the CTO/COTR to ask for changes in reporting procedures and responsibilities. Usually it is the contractor who is asked to make additional reports (e.g. weekly or daily reports).

PERFORMANCE MONITORING

Monitoring and Evaluation Plan (M&E), Environmental Compliance Plan (ECP), and Evaluation Management and Monitoring Plan (EMMP) are key tools used to support USAID's Performance Management Plan.

As part of the overall PMP, M&E reports can be requested by USAID at any time during the course of implementation if slow progress or lack of direction by the contractor is suspected. Usually it is carried out by external experts not associated with the project and those who have the required expertise in the areas of project activities.

Environment Compliance Plans are usually done before the start of activities, but can be included as part of the M&E of the project.

Portfolio reviews can be required by USAID based on the findings made in the M&E and Mid-term evaluations. This usually takes place at the mid-point of project implementation but can take place any time at the discretion of the USAID CTO/COTR.

EVALUATIONS

Mid-Term Evaluation. It is instituted around mid-period of the project to gauge its progress, find shortcomings, if any, and make recommendations to improve the performance or change the direction of the program. It is done by external experts knowledgeable in the field of a given project or program.

Final Report. A final report is a cumulative report of all activities and accomplishments of the project or program, and is due at the end of the project activities. Part of the Final Report could be an Impact Evaluation, if so desired by USAID.

Reporting. Following is the list of reports required during the course of implementation by USAID.

- Activity Reports related to activity's implementation, including training and workshops;
- Strategies Reports on studies and analyses;
- Success Stories;
- Trip Report;
- Quarterly Progress Reports;
- Quarterly Financial Reports and Accruals;
- Annual Reports; and
- Non-expendable Personal Property Reports.

DATA QUALITY

A meaningful indicator of progress, e.g. in agricultural production and increased household income will come from reliable data. Quality of such data is very important to fully understand and gauge the results achieved through initiatives undertaken to address the issue. USAID has established five data quality standards, namely validity, integrity, precision, reliability, and timeliness. USAID has also established guidelines to assess data quality. The rigor of data quality assessments depends on the data source as well as on the level of control that USAID has over the data.

USAID expects a review of data collection, maintenance, and processing procedures to ensure that the procedures are consistently applied and continue to be adequate. Areas for improvement are to be identified.

USAID data quality guidelines further prescribe that documentation of the assessment needs to be retained in the AO Team's performance management files, and that information must be updated within three years. Documentation should describe whether the five data quality standards have been met for relevant indicators. The data quality assessment findings should be documented in a memo to the file.

The following written procedures are to be in place for data collection:

- Data are collected from year to year using a consistent collection process;
- Data are collected using methods to address and minimize sampling and non-sampling errors;
- Data are collected by qualified personnel and personnel are properly supervised;
- Duplicate data are detected;
- Safeguards are in place to prevent unauthorized changes to the data; and
- Source documents are maintained and readily available.

5.5 INDICATOR REFERENCE SHEETS

This section provides Performance Indicator Reference Sheets for each indicator in the Economic Growth:Agricultural Sector PMP framework, organized by sections that correspond to the Results Framework.

The index also shows a four-character reference that precedes all indicators. The reference is structured to show precisely to which AO, IR or sub-IR the indicator pertains, as well as the order in which the indicators falls. The following table explains the reference structure.

Indicator 4.0.0-a		Indicator 4.2.3-b	
4.	AO 4	4.	AO 4
0.	no lower level association	3.	IR 4.3
0	no lower level association	3	IR 4.2.3
-a	sequential order of the indicator	-b	sequential order of the indicator

Every indicator is followed by a page number which directs the reader to the page where the specific Performance Indicator Reference Sheet is found.

ECONOMIC GROWTH:AGRICULTURAL SECTOR INDICATORS INDEX

AO 4 Increased Income and Employment Generated by Agricultural Sector

- 4.0.0-a Increased household income and employment by improving production efficiency and increasing market demand with assistance from USAID (page 184)

IR 4.1 Increased Agricultural Production

- 4.1.0-a Increased agricultural production of high value crops through USAID assistance (page 185)

IR 4.1.1 Contract Farming and Out-grower Schemes Strengthened

- 4.1.1-a Number of farmers in out-grower and contract farming schemes with contracts and business agreements (page 186)
 - 4.1.1-b Volume, value, and percent change of commercial sales and exports of targeted agricultural commodities * (page 187)
-

-
- 4.1.1-c Number of agriculture-related firms benefiting directly from USAID interventions (page 188)

IR 4.1.2 Availability of Credit Enhanced

- 4.1.2-a Number of farmers receiving credit and value of the credit (page 189)
- 4.1.2-b Type, number and value of agricultural inputs, equipment purchased, and/or area planted with credit (page 190)
- 4.1.2-c Value of new investments in agriculture and agro-businesses * (page 191)

IR 4.1.3 Skills Recovered and Deployed

- 4.1.3-a Number of farmers assisted by principal activity and location (page 192)
- 4.1.3-b Average increases in yields per crop * (page 193)
- 4.1.3-c Increases in area under production * (page 194)
- 4.1.3-d Volume, value, and percent change of production * (page 195)
- 4.1.3-e Growth in rural income * (page 196)
- 4.1.3-f Value and percent change in farmers' incomes * (page 197)
- 4.1.3-g Returns on household labor per average farm, and per principal crop * (page 198)
- 4.1.3-h Number of additional hectares under improved technologies or management practices (page 199)
- 4.1.3-i Number of rural households benefiting directly * (page 200)
- 4.1.3-j Number of individuals who have received short-term agricultural sector productivity training, sex disaggregated (page 201)

IR 4.2 Increased Agricultural Competitiveness

- 4.2.0-a Increase in percent output of high value crops sold in the local markets, and increased proportion exported with assistance from USAID * (page 202)

IR 4.2.1 Strengthened Representative Institutions and Policy Framework

- 4.2.1-a Number of policy positions prepared and advocated in public forums (page 203)

IR 4.2.2 Improved Market Infrastructure

- 4.2.2-a Number of agro-institutions re-established (page 204)
- 4.2.2-b Number of agro-institutions supported (page 205)

4.2.3 Improved Agro-business Development Services, Agro-business Skills and Agro-production and Productivity

- 4.2.3-a Number of agro-micro-enterprises assisted (page 206)
 - 4.2.3-b Percent increase of net revenues generated by assisted enterprises
-

(page 207)

- 4.2.3-c Number and percent increase of jobs created * (page 208)
- 4.2.3-d Value and percent increase of investment in agriculture and agribusiness both local and foreign direct involvement in assisted enterprises of select value chains * (page 209)
- 4.2.3-e Value and percent increase of resources leveraged through partnerships (page 210)

* indicates the indicator will continue to be useful at 5 years end

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

Indicator 4.0.0-a: Increased household income and employment by improving production efficiency and increasing market demand with assistance from USAID

DESCRIPTION

Definition: Increased income and higher employment is generated in the agriculture sector by increasing agricultural production efficiency and by increased agricultural competitiveness.

Unit of Measure: Income (USD); Employment (number)

Disaggregated by: Gender

Justification/Management Utility: Household income is the net difference between the value of all input costs incurred to produce a certain quantity of a crop and its total realized sale value. For contract growers, if they practice agricultural production in a commercial manner (not subsistence farming), their increased household income will come from production achieved by using improved technology, improved cultivation techniques and agronomic practices, and by reducing losses at all critical operations in the field and during post harvest handling such as grading, packing, transportation, and marketing. Increased agricultural competitiveness is influenced by the efficiency of markets. Higher production at the farm level and increased market competitiveness will create additional employment opportunities throughout the value chain and increased income at the household level.

PLAN FOR DATA COLLECTION

Data Collection Method: Survey of household income and employment statistics in the agriculture sector.

Data Source(s): Out-growers, commercial farmers, traders and buyers

Frequency of Collection: At the start of the program, and at the end of crop cycle

Estimated Cost of Collection: TBD

Responsible Individual(s): Contract growers, traders and implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Before start of production activities.

Known Data Limitations and Significance (if any): Availability of reliable baseline data

Actions Taken or Planned to Address Data Limitations: Extensive search of information

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: Annual update

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

Indicator 4.1.0-a: Increased agricultural production of high value crops through USAID assistance

DESCRIPTION

Definition: High agricultural production is achieved by promoting smallholder production and productivity by lowering costs and losses, improving product quality and production mix, and increasing on-farm value; promoting market linkages through out-growers, contract farming and satellite farming schemes; and promoting increased access to credit.

Unit of Measure: Metric tons (MT)

Disaggregated by: Gender

Justification/Management Utility: From an agronomic point of view, increased agricultural production depends upon use of well adapted improved technology and improved practices deployed in a manner that yields maximum returns per unit area. This also depends significantly on the knowledge and skills of the farmers, weather conditions, and availability of and access to technical assistance, inputs and credit facilities in a timely manner. Meeting these requirements can be considered as the most important basic ingredients for producing a good high value crop. There are other factors such as prices and market forces that also strongly influence production levels; and they should go hand-in-hand with the agronomic operations.

PLAN FOR DATA COLLECTION

Data Collection Method: Baseline information on average yields as well as potential yields in a given ecology for a given crop

Data Source(s): Average production data for high value crops at the farm level

Frequency of Collection: At the start of the program, and at harvest at the end of crop cycle

Estimated Cost of Collection: TBD

Responsible Individual(s): Contract growers and implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Within three months of the start of activities

Known Data Limitations and Significance (if any): Availability of reliable baseline production data

Actions Taken or Planned to Address Data Limitations: Extensive search of information

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: Annual update

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.1: Contract Farming and Out-grower Schemes Strengthened

Indicator 4.1.1-a: Number of farmers in out-grower and contract farming schemes (with contracts and business agreements)

DESCRIPTION

Definition: Actual number of new or old farmers engaged as contract growers

Unit of Measure: Number

Disaggregated by: Gender

Justification/Management Utility: The higher the number of farmers acting as contract growers, the higher will be the agricultural production, which will in turn increase household productivity as well as income, thereby contributing to a higher living standard for all stakeholders and an increase in the national GDP.

PLAN FOR DATA COLLECTION

Data Collection Method: Inventory of buyers, large scale farmers, wholesalers, retailers, traders, input dealers and exporters, and list of farmers who have signed standardized contracts (with provision for dispute resolution) with them to become contract growers. The list to be updated periodically.

Data Source(s): Implementing partners

Frequency of Collection: At the start of the program, and afterwards as an on-going data collection.

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Within three months of the start of activities

Known Data Limitations and Significance (if any): None as data is on actual number of contract growers

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: Every three months after the initial data

Procedures for Future Data Quality Assessments: Update of lists and periodic verification

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.1: Contract Farming and Out-grower Schemes Strengthened

Indicator 4.1.1-b: Volume, value, and percent change of commercial sales and exports of targeted agricultural commodities

DESCRIPTION

Definition: Percentage change relative to baseline or previous known information.

Unit of Measure: Volume (MT); Value (USD)

Disaggregated by:

Justification/Management Utility: Higher volume, value, and percent change of commercial sales and exports of targeted commodities will indicate that the initiative is working, and that stakeholders involved in the program are generating higher overall income, resulting in higher living standards for those stakeholders as well as an increase in the national GDP.

PLAN FOR DATA COLLECTION

Data Collection Method: Baseline data at the beginning of the project, and/or collection of data from reliable sources at that time on the existing volume and value of sales and exports of targeted agricultural commodities for future comparisons. Annual data collection on volume and sales to gauge continued impact and progress.

Data Source(s): Implementing partners

Frequency of Collection: At the start of the program, and afterwards annually

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Within three months of the start of activities

Known Data Limitations and Significance (if any): Data obtained will be from outside sources (trade associations, government sources, etc), and should involve careful verification. Future data will have the same limitations. Collection of reliable data, though challenging, will be necessary.

Actions Taken or Planned to Address Data Limitations: Identify reliable sources for the data and interact closely with them

Date of Future Data Quality Assessments: Annually after the initial data collection

Procedures for Future Data Quality Assessments: Update data with periodic verification

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.1: Contract Farming and Out-grower Schemes Strengthened

Indicator 4.1.1-c: Number of agriculture-related firms benefiting directly from USAID interventions

DESCRIPTION

Definition: Change in number of agriculture-related companies involved in increased agricultural production due to intervention by USAID program

Unit of Measure: Number

Disaggregated by:

Justification/Management Utility: Higher number of agriculture-related companies involved in increased agriculture production will indicate a broader uptake in agricultural activities due to USAID assistance. It will also indicate that the project is producing the desired outputs that are creating conditions and opportunities for increased income for the small-holder contract farmers and other stakeholders involved. Collectively, all contributing positively to the national GDP.

PLAN FOR DATA COLLECTION

Data Collection Method: An inventory at the beginning of the project of agriculture-related companies such as agricultural input producers and suppliers, processors, traders, exporters, importers, etc involved in the program activities. Quarterly survey to update the inventory based on new information become available.

Data Source(s): Implementing partners

Frequency of Collection: At the start of the program, and afterwards quarterly

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Within three months of the start of activities

Known Data Limitations and Significance (if any): None as data is on actual number of contract growers

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: Every three months after the initial data

Procedures for Future Data Quality Assessments: Update of lists and periodic verification

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.2: Availability of credit enhanced

Indicator 4.1.2-a: Number of farmers receiving credit and value of the credit

DESCRIPTION

Definition: Detailed list of farmers receiving amount of credit from all public, private and donor funded providers

Unit of Measure: Number (farmers); amount (USD)

Disaggregated by: Gender

Justification/Management Utility: Number of farmers receiving credit and the amount of credit received will indicate how much inputs are being used by the farmers, and what other needs (equipment, irrigation, etc) are being met to increase the agricultural production. Higher amount of credit to large number of farmers will be a good indicator of expected increased production.

PLAN FOR DATA COLLECTION

Data Collection Method: An inventory of all public, donor funded and private finance providers, and the amounts they are providing, either directly or through out-growers, to smallholders in the target areas. The inventory to be updated every three months.

Data Source(s): Credit institutions and implementing partners

Frequency of Collection: At the start of the program, and afterwards quarterly

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Baseline information within three months of the start of activities; followed by an annual survey

Known Data Limitations and Significance (if any): Data obtained from formal sources on the amount of credit and the number of farmers receiving credit should be reliable, but could be problematic if received from informal sources. It may require frequent verification.

Actions Taken or Planned to Address Data Limitations: Work with reliable sources for the data and interact closely with them

Date of Future Data Quality Assessments: Annually after the initial data collection

Procedures for Future Data Quality Assessments: Update data with periodic verification

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.2: Availability of credit enhanced

Indicator 4.1.2-b: Type, number and value of agricultural inputs, equipment purchased, and /or area planted with credit

DESCRIPTION

Definition: Detailed list of inputs purchased by farmers and area of land brought under cultivation using credit received from all public, private and donor funded providers are direct indicators of utilization of credit facilities to increase agricultural production

Unit of Measure: Number (inputs); Area (hectares); Value (USD)

Disaggregated by: Gender

Justification/Management Utility: Number of farmers receiving credit and the amount of credit received will indicate how much inputs were being used by the farmers, and what other needs (equipment, irrigation, etc) were being met to increase the agricultural production. Higher amount of credit to large number of farmers will be a good indicator of increased agricultural production.

PLAN FOR DATA COLLECTION

Data Collection Method: An inventory of all public, donor funded and private finance providers, and the amounts they are providing, either directly or through out-growers, to small holders in the target areas. The inventory to be updated every three months.

Data Source(s): Credit institutions and implementing partners

Frequency of Collection: At the start of the program, and afterwards quarterly

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Within three months of start of activities

Known Data Limitations and Significance (if any): Data obtained from formal sources on the amount of credit and the number of farmers receiving credit should be reliable, but could be problematic if received from informal sources. It may require frequent verification.

Actions Taken or Planned to Address Data Limitations: Work with reliable sources for the data and interact closely with them

Date of Future Data Quality Assessments: Annually after the initial data collection

Procedures for Future Data Quality Assessments: Update data with periodic verification

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.2: Availability of credit enhanced

Indicator 4.1.2-c: Value of new investments in agriculture and agro-businesses

DESCRIPTION

Definition: Value of new investments can be both qualitative and quantitative. That may include improved infrastructure and facilities at the farm (e.g. equipment, irrigation), better management practices (use of inputs), and improved competitiveness of the small holders. For agro-businesses, this can also include expanded business opportunities.

Unit of Measure: USD

Disaggregated by: Gender

Justification/Management Utility: Improved management will result in higher yields at the farm, and expanded opportunities will increase trade and income; thus easier access to credit.

PLAN FOR DATA COLLECTION

Data Collection Method: Baseline to determine situation at the start-up and a follow-up survey on the amount of higher yields obtained due to improved facilities and practices, and higher annual turnover by agro-businesses due to expanded businesses opportunities measured after the end of each crop season.

Data Source(s): Farmers and agro-businesses and implementing partners

Frequency of Collection: At the end of first crop cycle and annually afterwards

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Before start of activities and after one crop cycle

Known Data Limitations and Significance (if any): Farm data will reflect effective use of improved practices measured in terms of production, and can help determine value of new investments. Better data should come from the agro-businesses, but the true value of agro-businesses will depend on the willingness of the businesses to fully share the information.

Actions Taken or Planned to Address Data Limitations: Work closely with the farmers and the agro-businesses to gain their trust

Date of Future Data Quality Assessments: Annually after the initial data collection

Procedures for Future Data Quality Assessments: Update data with periodic verification

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.3: Skills Recovered and Deployed

Indicator 4.1.3-a: Number of farmers assisted by principal activity and location

DESCRIPTION

Definition: The number of farmers receiving assistance from USAID

Unit of Measure: Number

Disaggregated by: Gender

Justification/Management Utility: Smallholder subsistence farmers will be the direct beneficiaries. By becoming contract growers, they will be able to use better technology and necessary inputs to increase production and productivity at their farms, and thus have better income and livelihoods opportunities.

PLAN FOR DATA COLLECTION

Data Collection Method: Make a list of new and old farmers who participated in USAID's livelihoods activities. Categorize the list for a given location and principal activity.

Data Source(s): Farmers associations and implementing partners

Frequency of Collection: At the start of the program, and updated regularly as new farmers join the program

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At the start of the crop cycle, and at the beginning of each new crop cycle

Known Data Limitations and Significance (if any): None as number of farmers will be a finite data point

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: Annually after the initial data collection

Procedures for Future Data Quality Assessments: Annually

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.3: Skills Recovered and Deployed

Indicator 4.1.3-b: Average increases in yields per crop

DESCRIPTION

Definition: Yields are to be measured in kilograms per hectare

Unit of Measure: Yield (kg/hectare)

Disaggregated by: Gender

Justification/Management Utility: Performance of crops in the field is a combined effort of various actors i.e. farmers, extension workers, and quality input suppliers. Appropriate knowledge and skills and efficient use of inputs are equally important to obtain high yields that will in turn result in higher incomes. High yields over previous years should show a positive trend in the improved cultivation practices adopted by the farmers, which are expected to increase farmer income, living standards, and economic growth.

PLAN FOR DATA COLLECTION

Data Collection Method: Baseline survey on on-farm average yields and farming practices before start of activities and a follow-up survey per crop cycle on the impact of project

Data Source(s): Farmers' fields

Frequency of Collection: Beginning and one at end of each crop cycle

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At the end first crop cycle

Known Data Limitations and Significance (if any): Yield is a quantitative measure of actual produce, so no data limitations are expected

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: Annually after the initial data collection

Procedures for Future Data Quality Assessments: Annually

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.3: Skills Recovered and Deployed

Indicator 4.1.3-c: Increases in area under production

DESCRIPTION

Definition: Increases in land is a positive trend for increased agricultural production

Unit of Measure: Area (Hectares)

Disaggregated by:

Justification/Management Utility: Increase in crop area will result in increased production which will translate into higher income for farmers and other stakeholders, and in higher economic growth in the area

PLAN FOR DATA COLLECTION

Data Collection Method: Survey of area under cultivation for each crop and in each production area

Data Source(s): Farmers' fields

Frequency of Collection: End of each crop cycle

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At the end first crop cycle.

Known Data Limitations and Significance (if any): Yield is a quantitative measure of actual produce, so no data limitations are expected

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: Annually after the initial data collection

Procedures for Future Data Quality Assessments: Annually

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.3: Skills Recovered and Deployed

Indicator 4.1.3-d: Volume, value, and percent change of production

DESCRIPTION

Definition: Increased volume, value, and a higher percent change in production results in higher income for farmers

Unit of Measure: Value (USD); Volume (MT); Production (Kg/hectare)

Disaggregated by: Gender

Justification/Management Utility: Increase in cropping area, yields and total production will translate into higher income for farmers and other stakeholders, and higher economic growth in the area

PLAN FOR DATA COLLECTION

Data Collection Method: Baseline and follow-up surveys of production area, yields and crop production data for each crop in each production area

Data Source(s): Farmers' fields and markets

Frequency of Collection: Baseline at the beginning of activities and production data at end of each crop cycle

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At the beginning and end each crop cycle to measure value, volume and percent change

Known Data Limitations and Significance (if any): All are quantitative parameters, and need to be carefully recorded for analysis and interpretation

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: Annually

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.3: Skills Recovered and Deployed

Indicator 4.1.3-e: Growth in rural income

DESCRIPTION

Definition: Growth is a reflection of higher household income and a higher demand for goods and services in the rural communities, ultimately resulting in higher rural growth.

Unit of Measure: USD

Disaggregated by: Gender

Justification/Management Utility: Economic growth in rural communities is a key goal of the project. Increased farm income is a key driver of such economic growth. Higher farm income results from adopting new and improved technologies, improving skills and knowledge, cultivating high value crops (horticulture, perennial crops, livestock, etc) and market demand for farm produce (which is, of course, subject to market forces).

PLAN FOR DATA COLLECTION

Data Collection Method: Baseline and follow-up surveys on farm income, and trade volumes in the area of operations

Data Source(s): Farmers' households, trade associations and markets

Frequency of Collection: Baseline before the beginning of activities, and once at end of each crop cycle

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At the beginning and end each crop cycle to measure value, volume and percent change

Known Data Limitations and Significance (if any): All are quantitative parameters, and need to be carefully recorded for analysis and interpretation

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: Annually

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.3: Skills Recovered and Deployed

Indicator 4.1.3-f: Value and percent change in farmers' income

DESCRIPTION

Definition: Value of and percentage change in farmer's income are significantly determined by production volumes. Increasing production alone, however, does not necessarily cause incomes to rise. Instead, income increases due to higher amounts of marketable quantities of goods that generate higher cash values. High quality marketable produce will fetch higher prices, for example, which is why proper handling of the crop (reducing waste in the field and during storage) and prompt sale can contribute to increasing household income.

Unit of Measure: USD

Disaggregated by: Gender

Justification/Management Utility: Positive changes in household income can occur only if a higher net income is obtained by the farmers. Increased net income is a key measure of economic growth at the household level, and should be achieved by efficient use of investment and resources, reducing waste, and improving produce quality.

PLAN FOR DATA COLLECTION

Data Collection Method: Baseline and follow-up surveys on value and household income

Data Source(s): Farmers' households

Frequency of Collection: Baseline before the beginning of activities, and once at end of each crop cycle

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At the beginning and end each crop cycle to measure household value and percent change in income

Known Data Limitations and Significance (if any): All are quantitative parameters, and need to be carefully recorded for analysis and interpretation.

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: Annually

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.3: Skills Recovered and Deployed

Indicator 4.1.3-g: Return on household labor per average farm, and per principal crop

DESCRIPTION

Definition: This indicator allows economic comparative analysis of present and proposed farm production models using crop budgets for principal crops. The analysis determines returns on family labor of actual and proposed crop systems as well as cash flows for actual and proposed management systems.

Unit of Measure: USD

Disaggregated by: Gender

Justification/Management Utility: Economic crop analysis is a true measure of farm income for the small-holders. If family income is higher than comparable alternative income sources (e.g., wages from employment as a general laborer), then the farm operations should be considered profitable and the farms termed emerging smallholder profitable commercial farms.

PLAN FOR DATA COLLECTION

Data Collection Method: Crop production analysis on a unit area basis for a selected crop using all inputs costs and cost of operations that are deducted from the total sale price. The balance is the net income considered as household family labor.

Data Source(s): Farmers' farms and households

Frequency of Collection: Baseline before the beginning of activities, and once at end of each crop cycle

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At the beginning and end each crop cycle.

Known Data Limitations and Significance (if any): All are quantitative parameters, and need to be carefully recorded for analysis and interpretation.

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: Annually

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.3: Skills Recovered and Deployed

Indicator 4.1.3-h: Number of additional hectares under improved technologies or management practices

DESCRIPTION

Definition: Indicator is a measure of increased production by quantifying increased area brought under production through growing a given high value crop and using improved technologies or practices

Unit of Measure: Area (Hectares)

Disaggregated by: Gender, Location

Justification/Management Utility: This will be measured against baseline information generated before the start of the activities. Increase in area using improved technologies and production practices over the course of the project activities will lead to measurable impact of the project production and household family income.

PLAN FOR DATA COLLECTION

Data Collection Method: Inventory or baseline survey to determine farm holdings of contract growers for various crops using improved technologies (cultivation practices) or management practices (e.g. improved varieties, inputs, pests and disease control). That will be followed by annual impact assessments to determine increases in areas using new improved technologies or management practices.

Data Source(s): Farmers' fields

Frequency of Collection: Baseline before activities begin, and once at end of each crop cycle

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At the beginning and end each crop cycle

Known Data Limitations and Significance (if any): All are quantitative parameters, and need to be carefully recorded for analysis and interpretation

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: Annually

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.3: Skills Recovered and Deployed

Indicator 4.1.3-i: Number of rural households benefiting directly

DESCRIPTION

Definition: Number of households (family operating units) benefiting directly will depend on the willingness and availability of smallholders to become contract growers - close to 50,000 currently being assisted under the livelihoods programs. Selection criteria to become a contract grower will be influenced by the geographic region and the kind of crops they are growing, and their financial status.

Unit of Measure: Number

Disaggregated by: Gender, Location

Justification/Management Utility: Number of smallholders to become contract growers will be the key to increase production and raise income level. Market demand will determine nature and volume of production which can be profitably sold. That will determine the number of contract growers who will be well placed to participate in the program, with the potential to become smallholder commercial growers. Theoretically a higher number of contract growers in a given location working on a range of high value crops, will help achieve the goal of the project. The final number will be measured against baseline information generated before the start of the project.

PLAN FOR DATA COLLECTION

Data Collection Method: Household survey to determine who might qualify to become contract growers, including among 50,000 farmers currently being targeted by the livelihoods programs

Data Source(s): Farmers' households

Frequency of Collection: Initial household survey and update of list every three months

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At the beginning and end each crop cycle

Known Data Limitations and Significance (if any): None, it being a numerical data base

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: Annually

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.1: Increased Agricultural Production

IR 4.1.3: Skills Recovered and Deployed

Indicator 4.1.3-j: Number of individuals who have received short-term agricultural sector productive training (sex disaggregated)

DESCRIPTION

Definition: Zimbabwe has lost a critical skill base to provide support to the agricultural sector. A skills base needs to be recovered and deployed. Skills might exist in the Diaspora or locally that will be identified and re-deployed. Such skills would include farmers, extension workers, skilled operators, supervisors and administrative staff.

Unit of Measure: Number

Disaggregated by: Gender, Location

Justification/Management Utility: Transfer of technology and timely technical and logistical support is crucial to overcoming production constraints at the farm level, and trained and qualified individuals are best suited to provide this kind of service. Since the program is countrywide and will cover a variety of high value crops, a fairly large number of qualified individuals with pertinent knowledge of different crops and farm operations will be required. Ideally and for long term sustainability, they should be closely linked out-growers, or buyers, or commercial farmers, who will have contracts with the growers.

PLAN FOR DATA COLLECTION

Data Collection Method: Number of individuals who have received short term short term productive training

Data Source(s): Out-growers, buyers, commercial farmers, Diaspora and other employers

Frequency of Collection: Once at the beginning of the project and quarterly afterwards

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partners and project team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At the beginning and end of each crop cycle

Known Data Limitations and Significance (if any): None, it being a numerical data base

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: Annually

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

A distinction between short-term versus long-term training may be required if the project engages in training that results in the receipt of a formal certificate, diploma, or degree.

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.2: Increased Agricultural Competitiveness

Indicator 4.2.0-a: Increase in percent output of high value crops sold in the local markets, and increased proportion exported with assistance from USAID

DESCRIPTION

Definition: The tracking of market sales and in particular of quantities of exports is considered an important component of increased market competitiveness

Unit of Measure: MT

Disaggregated by:

Justification/Management Utility: Increased agricultural competitiveness comes from supply and demand that influences prices both locally and in the export markets. High value crops produced in large volume at a lower price can be very competitive when either sold in the local market or exported. If the demand of the crop is high, and if Zimbabwe has a favorable environment, its production can be oriented to meet those demands. Assistance from USAID should help produce large volumes of high value crops in an efficient manner to maintain price competitiveness that will create as well as increase local and export demand.

PLAN FOR DATA COLLECTION

Data Collection Method: Baseline information on existing export and import volume and prices of high value crops to determine future market trends

Data Source(s): Export and import data of high value crops from business and trade organizations

Frequency of Collection: At the start of the program, and at the end of crop cycle

Estimated Cost of Collection: TBD

Responsible Individual(s): Contract growers, traders and implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Before start of production activities

Known Data Limitations and Significance (if any): Availability of reliable baseline data

Actions Taken or Planned to Address Data Limitations: Extensive search of information

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: Annual update

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.2: Increased Agricultural Competitiveness

IR 4.2.1: Strengthened Representative Institutions

Indicator 4.2.1-a: Number of policy positions prepared and advocated in public forums

DESCRIPTION

Definition: Policy positions developed by farmers' unions, commodity associations, and agro-business associations, all of which potentially influential in the recovery of the agricultural sector

Unit of Measure: Number of policy position papers

Disaggregated by: Gender

Justification/Management Utility: To strengthen the analytical and lobbying capacity of various associations and unions, technical assistance in individual issues related to agricultural finance, regional trade policy, trade in agricultural commodities, grain marketing infrastructure, food security policies and review of land tenure is need on demand-driven basis. These associations need assistance to develop position papers for presentation to the public, government, and donor community.

PLAN FOR DATA COLLECTION

Data Collection Method: File policy position papers

Data Source(s): Associations and unions

Frequency of Collection: At the start of the program, and as an on-going data collection

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Within three months of the start of activities

Known Data Limitations and Significance (if any): Availability of information

Actions Taken or Planned to Address Data Limitations: Extensive search of information

Date of Future Data Quality Assessments: Every three months after the initial data

Procedures for Future Data Quality Assessments: Periodic update

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.2: Increased Agricultural Competitiveness

IR 4.2.2: Improved Market Infrastructure

Indicator 4.2.2-a: Number of agro-institutions re-established

DESCRIPTION

Definition: To be considered viable entities in the market infrastructure, agro-institutions require improvements in their collective organizational capacities. The determination of whether the institutions are re-established is achieved by examining the extent to which their capacities have improved.

Unit of Measure: Number of agro-institutions re-established

Disaggregated by:

Justification/Management Utility: The Policy Reform Unit of the Union Project Trust will review the status, purpose, strengths and weaknesses, and priorities of the respective institutions and make recommendations for re-establishing the agro-institutions.

PLAN FOR DATA COLLECTION

Data Collection Method: Reviews of agro-institutions to gather information to make recommendations on re-establishing them

Data Source(s): Private sector associations

Frequency of Collection: At the start of the program, and as an on-going data collection

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Within three months of the start of activities

Known Data Limitations and Significance (if any): Availability of information

Actions Taken or Planned to Address Data Limitations: Extensive search of information

Date of Future Data Quality Assessments: Every three months after the initial data

Procedures for Future Data Quality Assessments: Periodic update

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.2: Increased Agricultural Competitiveness

IR 4.2.2: Improved Market Infrastructure

Indicator 4.2.2-b: Number of agro-institutions supported

DESCRIPTION

Definition: Part of the improved market structure is to create or assist key sectoral institutions with technical assistance. The Policy Reform Unit of the Union Project Trust will work with and through the agricultural and agro-business private sector associations in this area.

Unit of Measure: Number of agro-institutions supported

Disaggregated by: Gender

Justification/Management Utility: The Policy Reform Unit of the Union Project Trust will review the status, purpose, strengths and weaknesses, and priorities of the respective institutions and make recommendations for supporting the agro-institutions. The institutions that support markets and will need support from the project include Warehouse Receipt System (WRS) and ZIMACE.

PLAN FOR DATA COLLECTION

Data Collection Method: Reviews of agro-institutions to gather information to make recommendations on supporting

Data Source(s): Respective institutions (WRS, ZIMACE)

Frequency of Collection: At the start of the program, and as an on-going data collection

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Within three months of the start of activities

Known Data Limitations and Significance (if any): Availability of information

Actions Taken or Planned to Address Data Limitations: Extensive search of information

Date of Future Data Quality Assessments: Every three months after the initial data

Procedures for Future Data Quality Assessments: Periodic update

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.2: Increased Agricultural Competitiveness

IR 4.2.3: Improved Agro-business Development Services, Agro-business Skills and Agro-Production and Productivity

Indicator 4.2.3-a: Number of agro-micro enterprises assisted

DESCRIPTION

Definition: The program will target a number of enterprises to improve their business services in accounting and book-keeping, obtaining credit, legal and regulatory services, business consulting and enterprise promotion, veterinary services, agricultural equipment and inputs, land surveying, seed and fertilizer distribution, and rural retailer outlets that sell agricultural inputs as well as consumer goods.

Unit of Measure: Number of agro-micro enterprise assisted

Disaggregated by: Gender

Justification/Management Utility: Agro-micro enterprises in market-oriented agricultural development play a significant role in providing needed agricultural services that help increase production and productivity at the farm level. Many of these enterprises themselves need support to improve their own skills, efficiency, and professionalism. These business service providers will be given training to improve and expand their service delivery and training. Approaches will include training of trainers, distribution of technical materials, and promotion of linkages with donor programs.

PLAN FOR DATA COLLECTION

Data Collection Method: Inventory of agro-micro enterprises in different service categories

Data Source(s): List of enterprises from trade organizations and associations to select target enterprises

Frequency of Collection: At the start of the program, and as an on-going data collection

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Within three months of the start of activities

Known Data Limitations and Significance (if any): Availability of information

Actions Taken or Planned to Address Data Limitations: Extensive search of information

Date of Future Data Quality Assessments: Every three months after the initial assessment

Procedures for Future Data Quality Assessments: Periodic update

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.2: Increased Agricultural Competitiveness

IR 4.2.3: Improved Agro-business Development Services, Agro-business Skills and Agro-Production and Productivity

Indicator 4.2.3-b: Percent increase of net revenue generated by assisted enterprises

DESCRIPTION

Definition: This indicator addresses the current revenue situation of the selected enterprises and their potential to improve their revenue by improving their business skills and/or business plans.

Unit of Measure: USD

Disaggregated by: Gender

Justification/Management Utility: Percent increase in net revenue is a good indication that the enterprise is operating in a professional manner and has the ability to provide needed development services.

PLAN FOR DATA COLLECTION

Data Collection Method: Baseline and subsequent surveys to determine the revenue status

Data Source(s): List of existing agro-micro enterprises

Frequency of Collection: At the start of the program, and as an on-going data collection

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Within three months of the start of activities.

Known Data Limitations and Significance (if any): Availability of information

Actions Taken or Planned to Address Data Limitations: Extensive search of information

Date of Future Data Quality Assessments: Every six months after the initial data

Procedures for Future Data Quality Assessments: Periodic update

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.2: Increased Agricultural Competitiveness

IR 4.2.3: Improved Agro-business Development Services, Agro-business Skills and Agro-Production and Productivity

Indicator 4.2.3-c: Number and percent increase of jobs created

DESCRIPTION

Definition: Percent increase in jobs created by the micro-enterprises will indicate effectiveness of training and business development help received from the program.

Unit of Measure: Number

Disaggregated by: Gender

Justification/Management Utility: This indicator is a direct measure of increased business activities that will require the agro-micro enterprises to hire extra staff to meet the increased demand for their business activities.

PLAN FOR DATA COLLECTION

Data Collection Method: Baseline and subsequent surveys to find out the number of employees working for each targeted enterprise

Data Source(s): Existing agro-micro enterprises in the targeted areas

Frequency of Collection: At the start of the program, and as an on-going data collection

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Within three months of the start of activities

Known Data Limitations and Significance (if any): Availability of information

Actions Taken or Planned to Address Data Limitations: Extensive search of information

Date of Future Data Quality Assessments: Every three months after the initial data

Procedures for Future Data Quality Assessments: Periodic update

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.2: Increased Agricultural Competitiveness

IR 4.2.3: Improved Agro-business Development Services, Agro-business Skills and Agro-Production and Productivity

Indicator 4.2.3-d: Value and percent increase of investment in agriculture and agribusiness (both local and foreign direct investment) in assisted enterprises of select value chains

DESCRIPTION

Definition: Value and percent increase of investment indicator suggests enterprises have taken advantage of the training and business development support, and as a result have created additional investment opportunities to meet the increased demand of a given value chain.

Unit of Measure: USD

Disaggregated by: Gender

Justification/Management Utility: This indicator is a direct measure of increased investment opportunities created by assisted enterprises that have become reliable actors in a given value chain and that demand for related services has increased. For example, if the assisted enterprise has helped significantly increase production of a given commodity by increasing demand for its services (e.g. input supplies), it would create investment opportunities for other agro assisted enterprises, such as equipment suppliers, rural retailer outlets, accounting and bookkeeping, obtaining credit, enterprise promotion, etc.

PLAN FOR DATA COLLECTION

Data Collection Method: Baseline and subsequent surveys to find out the increased value and investment in given value chain

Data Source(s): Existing agro-micro enterprises in the targeted areas

Frequency of Collection: At the start of the program, and as an on-going data collection

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Within three months of the start of activities

Known Data Limitations and Significance (if any): Availability of information

Actions Taken or Planned to Address Data Limitations: Extensive search of information

Date of Future Data Quality Assessments: Every three months after the initial data

Procedures for Future Data Quality Assessments: Periodic update

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

PERFORMANCE INDICATOR REFERENCE SHEET

AO 4: Increased Income and Employment Generated by Agricultural Sector

IR 4.2: Increased Agricultural Competitiveness

IR 4.2.3: Improved Agro-business Development Services, Agro-business Skills and Agro-Production and Productivity

Indicator 4.2.3-e: Value and percent increase of resources leveraged through partnerships

DESCRIPTION

Definition: The program will look for other partners during the implementation phase. These partners could be other donors, or programs implemented by other agencies who have similar or complementary activities in the target areas.

Unit of Measure: Number of partners

Disaggregated by: Gender

Justification/Management Utility: Identification of additional partners, mainly donors and other implementing agencies during the implementation phase will bring additional monetary value, sharing of technical resources and training costs, etc.

PLAN FOR DATA COLLECTION

Data Collection Method: List of other donors and implementing agencies

Data Source(s): Inventory of donors and agencies involved in agro-business activities

Frequency of Collection: During implementation of the program.

Estimated Cost of Collection: TBD

Responsible Individual(s): Implementing partner team leader

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Within first year of the start of activities

Known Data Limitations and Significance (if any): Willing donors and other agencies

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: On-going

Procedures for Future Data Quality Assessments: Periodic update

PERFORMANCE DATA TABLE

Method of Calculation:

Example:

Key to Table:

Notes on Baseline and Targets:

Year	Baseline	Target	Actual	Comments
2010				
2011				
2012				
2013				
2014				

COMMENTS

APPENDICES

APPENDIX A. CONTACTS

Representatives of the following organizations were consulted during the development of the PMPs for USAID/Zimbabwe

ACDI-VOCA

Children First

Counseling Services Unit

Elizabeth Glaser Pediatric AIDS Foundation

Embassy of the United States of America

European Union

Institute for a Democratic Alternative for Zimbabwe (IDAZIM)

JSI/DELIVER/SCMS

IRD

Partnership Project

PSI Zimbabwe

Rights Consortium/Freedom House

Standard Chartered Bank

TB CAP

UNICEF

USAID/Zimbabwe

World Health Organization

Zimbabwe Lawyers for Human Rights

USAID/Zimbabwe

1 Pascoe Avenue
Belgravia
Harare, Zimbabwe

Tel: 252401/252420

<http://zimbabwe.usaid.gov>