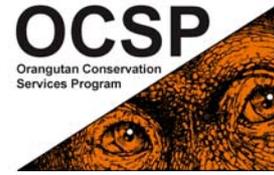




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ORANGUTAN CONSERVATION SERVICES PROGRAM

Orangutan Conservation Services Program (OCSP)

Performance Monitoring Plan

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Performance Monitoring Plan for Orangutan Conservation Support Program

A performance-based approach to OCSP is essential to the success of the initiative. To measure and evaluate the performance of OCSP and its partners we will rely on a rigorous monitoring system. This system will allow OCSP staff to build on winning initiatives and take corrective action when results are less successful than anticipated. An adaptive management strategy will facilitate replication of successes and, thereby, expedite achieving the desired results of OCSP.

An efficient monitoring system must be built around good indicators, cost-effective data collection, rigorous analysis, and efficient reporting procedures. The criteria for selection of good indicators include that they are pertinent and unequivocal; that they are objective and assist in decision making; and that they are readily understandable. Moreover, they should be based on parameters that are quantifiable, and readily measured at a reasonable cost. In most instances, the careful selection of a few pertinent indicators that are easily measured is preferable to having numerous indicators that require complex procedures for data acquisition. Such an approach also fulfills the requirements of USAID/Washington.

We are committed to providing monitoring information to USAID and to OCSP partners that meets the requirements and guidelines outlined in USAID's ADS 200 - particularly ADS 203. In attempting to gauge the impact of OCSP, attribution becomes a complex issue. Numerous organizations including the national and regional governments, NGOs and donors are active in many of the same regions, districts and even the same communities as those in which OCSP partners will be active. Wherever possible we have identified indicators that will address this issue by focusing on impact that is specific to OCSP activities.

The performance and impact monitoring reports will strive to be both candid and transparent. Wherever appropriate, issues of data quality will be discussed and any instances of under-performance relative to our established targets will be accounted for and explained¹.

The following tables (1 to 13) provide five categories of information that are integral to a rigorous Performance Monitoring Plan:

¹ ADS 203.3.2.2 (c) states: Candor and transparency in reporting involves three interrelated actions: (1) assessing the quality of data we use to report progress and stating known limitations; (2) conveying clearly and accurately the problems that impede progress and our efforts to address them; and (3) avoiding the appearance of claiming those results achieved with or by others as our own.

- Succinct indicators for monitoring whether critical assumptions are being met (Table 1)
- Impact indicators that measure progress on achieving the targets identified for the four components of the OCSP contract and performance indicators to gauge progress relative to specific targets. (Tables 2 to 9)
- Indicators for monitoring performance of the grants initiatives (Tables 10 and 11)
- Indicators of customer and stakeholder satisfaction with OCSP and partner services and their impact (Tables 12 and 13).

Our Performance Monitoring Plan is founded on the principle that we cannot simply assume that achieving our performance targets will automatically result in meeting our objectives with regard to the impact we anticipate and also that our customers and partners will be happy with the results. In effect we have identified three types of indicators:

- performance indicators that are essential for gauging progress in completing proposed project activities;
- impact indicators that are essential for measuring success in meeting conservation objectives; and
- indicators that gauge the level of customer or stakeholder satisfaction with the improved services that OCSP and our partners will provide.

MONITORING CRITICAL ASSUMPTIONS

The attainment of project goals is usually conditional upon certain external factors remaining unchanged or any expected changes occurring as anticipated. These are regarded as assumptions critical to the timely and successful accomplishment of project goals. They must be monitored in order to ascertain whether any failure to achieve project objectives is the result of internal, manageable factors or uncontrollable, external forces. We have identified four critical assumptions that relate to political, legislative and financial support for improved conservation in Indonesia, and two measures of economic and environmental stability (see Table 1). While these are largely qualitative indicators, they provide an overall framework for gauging responsiveness to the conservation agenda in Sumatra and Kalimantan.

PROJECT-SPECIFIC PERFORMANCE AND IMPACT MONITORING

For each of the four OCSP component objectives and their respective activities, we have identified indicators and targets (Tables 2 to 9). This monitoring plan will allow periodic assessments of performance in achieving project objectives.

MONITORING GRANTS

Given that the OCSP grants initiative will be established to finance innovative conservation activities, it is particularly important that grant recipients participate in the development and implementation of an appropriate monitoring plan to be able to assess objectively their performance and impact.

It is essential that procedures are neither complex, time-consuming, nor expensive. OCSP staff will work closely with all grantees to assist them develop, design, implement and review monitoring systems that meet Request For Application requirements. The role of OCSP staff is one of initially training of partners followed by collection of data from the regular grantee reports, synthesis and analysis of data - and reporting to end-users such as USAID and national and local partners, such as the national orangutan forum. OCSP staff also have a role in ensuring the completeness and accuracy of data collected by grantees and other program beneficiaries. This may on occasions require OCSP traveling to the field to review progress of grant implementation.

The monitoring systems will play a dual role. First, they are to improve management of the grants and grant-funded activities by the recipients. To this end, the OCSP Grant Management unit, led by Subcontracts/Grants Manager, will be available to assist grantees undertake participatory reviews based on their monitoring systems. Through these reviews, principles and techniques of adaptive management will become part of the grantee's organizational culture. And secondly, to enable OCSP to draw lessons from grantee experience and then disseminate this information to our partners, including other grantees.

MONITORING STAKEHOLDER SATISFACTION

Indicators that gauge the level of stakeholder satisfaction with the improved services that OCSP and our partners are presented in Tables 12 and 13. We will establish a base line dataset on stakeholder satisfaction at the start of the project (July 2007) and at the end (July 2009). This monitoring component specifically tests the proposition that OCSP objectives increase collaboration and shared 'ownership' of orangutan conservation goals within the broad stakeholder group.

ANALYZING DATA AND REPORTING RESULTS

The OCSP Performance Plan will be managed using the DAI information management system (TAMIS). TAMIS will enable OCSP team members, whether they are in Washington, Jakarta, Medan, Balikpapan or in other locations, to enter data and review their overall progress. The added capacity to link the TAMIS databases to a Geographical Information System will enable us to report progress against our targets by region or specific site. Most importantly, OCSP will readily be able to provide maps and other graphics that help our partners visualize their performance and impact on orangutan conservation.

Progress toward meeting performance indicators and targets will be incorporated into OCSP monthly and annual progress reports.

TABLE 1: OCSP—CRITICAL ASSUMPTIONS

Critical Assumptions						
Performance Indicator	International support for conservation initiatives	Legislative support for orangutan conservation	Financial support for orangutan conservation	Support for OCSP	Economic stability	Environmental stability
Indicator Definition	Remains strong: stable or increased funding, staff levels and mandate to operate in Indonesia.	Government develops and implements laws and policies supportive of conservation of orangutan habitat	Remains adequate	Support from Indonesian Government and USAID maintained over duration of program	Economic conditions in Sumatra and Kalimantan remain conducive to orangutan conservation with no significant deterioration in rural incomes	Environmental conditions in Indonesia remain conducive to orangutan conservation with no significant deterioration in climatic trends, fire occurrence or population patterns
Unit of Measurement	Various	Qualitative	US\$	Qualitative	Various	Qualitative
Data Source	OCSP, relevant Ministries	OCSP, relevant Ministries	OCSP, relevant ministries, donors, NGOs	USAID, OCSP	Various	Various
Method/ Approach of Data Collection	Review	Review	Review	Review	Review	Review
Schedule/ Frequency	Annual	Annual	Annual	Annual	Annual	Annual
Data Collection: Responsible Office	OCSP	OCSP	OCSP	OCSP	OCSP	OCSP
Data Regularly Available?	Yes	Yes	Yes	Yes	Yes	Yes
Reporting	Annually by OCSP	Annually by OCSP	Annually by OCSP	Annually by OCSP	Annually by OCSP	Annually by OCSP
End Users	Governments, USAID and other donors, NGOs, resource users	Governments, USAID and other donors, NGOs, resource users	Governments, USAID and other donors, NGOs, resource users	Governments, USAID and other donors, NGOs, resource users	Governments, USAID and other donors, NGOs, resource users	Governments, USAID and other donors, NGOs, resource users

TABLE 2: COMPONENT I INDICATORS

COMPONENT I: IMPROVED MANAGEMENT AND CONSERVATION OF STRATEGIC WILD ORANGUTAN POPULATIONS AND THEIR HABITATS

	Overall Impact	Activity 1.1: Build capacity for regional and local authorities to engage in spatial planning that conserves forests harboring orangutan populations	Activity 1.2: Support local conservation efforts through collaborative management and community development	Activity 1.3: Implement orangutan habitat conservation program in the Berau and East Kutai Districts (East Kalimantan)	Activity 1.4: Implement orangutan habitat conservation program in Tanjung Puting National Park (Central Kalimantan)	Activity 1.5: Implement orangutan habitat conservation program in a large, multifunctional forest area (Kalimantan)
Performance Indicator	Number of additional hectares of priority orangutan habitat that are protected or sustainably managed	Number of local authorities adopting new spatial planning	Number of collaborative management agreements	Number of hectares of orangutan habitat loss in Berau East Kutai	Number of hectares of orangutan habitat loss in Tanjung Puting	Number of hectares of orangutan habitat loss in a large multifunctional landscape
Indicator Definition	i). Number of hectares of forest habitat that are effectively protected or sustainably managed. ii). % annual forest loss.	Number of regional or local government land use decisions that are influenced by the orangutan strategic conservation plans	Number of MOUs/co-management boards or councils and other agreements that involve collaborative management between key stakeholders.	Hectares of annual forest loss	Hectares of annual forest loss	Hectares of annual forest loss
Unit of Measurement	Number	Number	Number	Number	Number	Number
Data Source	USAID, GOI	OCSF, local authorities	OCSF, partners and local authorities	USAID, GOI	USAID, GOI	USAID, GOI
Method/Approach of Data Collection	Review or reports and site assessment surveys	Review of reports and surveys	Review of reports and surveys	Review or reports and site assessment surveys	Review or reports and site assessment surveys	Review or reports and site assessment surveys
Schedule/Frequency	Start and end of project	Annual	Annual	Start and end of project	Start and end of project	Start and end of project

Reporting	Start and end of project	Annual	Annual	Start and end of project	Start and end of project	Start and end of project
End Users	USAID, GOI, other donors, NGOs	USAID, GOI, other donors, NGOs, communities	USAID, GOI, other donors, NGOs, communities	USAID, GOI, other donors, NGOs	USAID, GOI, other donors, NGOs	USAID, GOI, other donors, NGOs

TABLE 3: COMPONENT I TARGETS

Component I	Overall Impact	Overall Impact (2)	Activity I.1	Activity I.2	Activity I.3	Activity I.4	Activity I.5
Improved management and conservation of strategic wild orangutan populations and their habitats	Number of additional hectares of priority orangutan habitat that are protected or sustainably managed	Annual rate of forest loss within orangutan distribution range	Number of local authorities adopting new spatial planning	Number of collaborative management agreements	Number of hectares of annual orangutan habitat loss in Berau East Kutai	Number of hectares of annual orangutan habitat loss in Tanjung Puting	Number of hectares of annual orangutan habitat loss in a large multifunctional landscape
Target	150,000 (Sumatra) 500,000 (Kalimantan)	30% reduction on baseline loss 2006	12	10	3,600	tbd	tbd
Baseline Data	tbd	tbd	tbd	tbd	12,000 (=annual loss)	tbd	tbd
2007 Target	50,000 (Sumatra) 100,000 (Kalimantan)	10% reduction on baseline loss 2006	2	5	1200	tbd	tbd
2007 Actual							
2008 Target	100,000 (Sumatra) 250,000 (Kalimantan)	20% reduction on baseline loss 2006	6	7	2,400	tbd	tbd
2008 Actual							
2009 Target	150,000 (Sumatra) 500,000 (Kalimantan)	30% reduction on baseline loss 2006	12	10	3,600	tbd	tbd
2009 Actual							

TABLE 4: COMPONENT 2 INDICATORS

COMPONENT 2: IMPROVED ENFORCEMENT OF LAWS AND REGULATIONS THAT COMBAT HABITAT DESTRUCTION AND OTHER THREATS TO WILD ORANGUTAN POPULATIONS					
	Overall Impact	Activity 2.1: Reinforce national policies that support the conservation of wild orangutan populations and their habitats	Activity 2.2: Facilitate technical support for implementation of national laws and district ordinances that combat habitat and species destruction	Activity 2.3: Support strengthening of techniques in local level enforcement to combat encroachment and hunting	Activity 2.4: Develop and implement advocacy project that clearly demonstrates the impact that forest clearing and oil palm development has on orangutan populations (Kalimantan)
Performance Indicator	Number of hunting and logging violations in and around priority conservation sites that are prosecuted under Indonesian law; Number of relevant policies that are strengthened	Number of relevant laws that are reviewed, redrafted and presented to government	Number of local jurisdictions trained in law enforcement	Number of hunting and logging violations in and around priority conservation sites that are prosecuted under Indonesian law	Information obtained used in advocacy campaign on the destruction of orangutan by oil palm
Indicator Definition	Number of violations of forestry and endangered species laws that are successfully prosecuted	Number of forestry, protected area and endangered species laws and ordinances reviewed, redrafted and presented to government	Number of local government agencies that receive formal training in improved law enforcement for orangutan conservation	Number of rural communities that are practicing community policing of orangutan habitat through agreements with local authorities	Number of orangutans lost or displaced per hectare of orangutan habitat converted to plantation
Unit of Measurement	Number	Number	Number	Number	Number
Data Source	Ministry of Justice, local authorities	Ministry of Justice, local authorities	OCSF, local authorities	Local authorities and agencies, communities, NGOs	Research group
Method/Approach of Data Collection	Survey of records	Survey of records	Survey of reports	Survey of records and reports	Field surveys
Schedule/ Frequency	Annual	Annual	Annual	Annual	1-year project
Reporting	Annual	Annual	Annual	Annual	At the end of project
End Users	USAID, GOI, other donors, NGOs, communities	USAID, GOI, other donors, NGOs, communities	USAID, GOI, other donors, NGOs, communities	USAID, GOI, other donors, NGOs, communities	USAID, GOI, other doors, media, NGOs, plantations

TABLE 5: COMPONENT 2 TARGETS

Component 2	Overall Impact	Activity 2.1	Activity 2.2	Activity 2.3	Activity 2.4
Improved enforcement of laws and regulations that combat habitat destruction and other threats to wild orangutan populations	Number of hunting and logging violations in and around priority conservation sites that are prosecuted under Indonesian law; Number of relevant policies that are strengthened	Number of relevant laws that are reviewed, redrafted and presented to government	Number of local jurisdictions trained in law enforcement	Number of hunting and logging violations in and around priority conservation sites that are prosecuted under Indonesian law	Number of publications (peer-reviewed and popular) that discuss the impact of plantation development on orangutan populations
Target	20	3	15	20	5
Baseline Data	tbd	zero	tbd	tbd	tbd
2007 Target	2	1	5	2	1
2007 Actual					
2008 Target	12	2	10	12	2
2008 Actual					
2009 Target	20	3	15	20	5
2009 Actual					

TABLE 6: COMPONENT 3 INDICATORS

COMPONENT 3: PARTNERSHIPS THAT IMPROVE COORDINATION AND LIAISON AMONG ALL PARTNERS ENGAGED IN CONSERVATION OF WILD ORANGUTAN POPULATIONS				
	Overall Impact	Activity 3.1: Facilitate improved cooperation and collaboration among local authorities, NGOs and the private sector	Activity 3.2: Develop working groups at regional level to deal with a range of issues relevant to OCSP outcomes on orangutan conservation	Activity 3.3: Facilitate agreements with private sector to implement conservation
Performance Indicator	Improved coordination and collaboration between existing and new partners	National Orangutan Stakeholder Forum created and operational	Regional, local and community working groups operational and meeting regularly to discuss implementation activities	Private sector partnerships established with an MOU or equivalent agreement in place
Indicator Definition	Number of collaborative mechanism in place and utilized	Number of stakeholders attending meetings to discuss orangutan conservation best practices	Number of regional, local and community working groups meeting regularly to discuss implementation activities	Number of MoUs or equivalent agreement in place
Unit of Measurement	Number	Number	Number	Number
Data Source	OCSP	OCSP	OCSP and partners	OCSP and partners
Method/Approach of Data Collection	Survey and reports	Survey and reports	Survey and reports	Survey and reports
Schedule/ Frequency	Annual	Annual	Annual	Annual
Reporting	Annual	Annual	Annual	Annual
End Users	USAID, GOI, other donors, NGOs	USAID, GOI & local authorities, other donors, NGOs, communities	USAID, GOI and local authorities , other donors, NGOs, communities	USAID, GOI and local authorities , other donors, NGOs, communities

TABLE 7: COMPONENT 3 TARGETS

Component 3	Overall Impact	Activity 3.1	Activity 3.2	Activity 3.3
Build partnerships that improve coordination and liaison among all partners engaged in conservation of wild orangutan populations	Improved coordination and collaboration between existing and new partners	National Orangutan Stakeholder Forum with regional working groups created and operational	Regional, local and community working groups operational and meeting regularly to discuss implementation activities	Private sector partnerships established with an MOU or equivalent agreement in place
Target	A National Orangutan Forum with regional working groups established	20	15	10
Baseline Data	0	zero	zero	zero
2007 Target	National Forum defined (scope, operational structure, location, funding); regional working groups operational	8	5	6
2007 Actual				
2008 Target	National Forum established, & secretariat operational	16	11	8
2008 Actual				
2009 Target	National Forum with all sections operational (e.g. finance, technical, monitoring etc)	20	15	10
2009 Actual				

TABLE 8: COMPONENT 4 INDICATORS

COMPONENT 4: IMPROVED OUTREACH THAT BUILDS COMMITMENT AND SUPPORT FOR ORANGUTAN CONSERVATION

	Overall Impact	Activity 4.1: Build local, national and international support for orangutan conservation across the program	Activity 4.2: Develop Program Identity, communications strategy and materials across the program	Activity 4.3: Development and Management of program website	Activity 4.4: National campaigns to support conservation of orangutan	Activity 4.5: Implement exchanges and program visits to conservation sites for regional, national and international stakeholders
Performance Indicator	Percent of Indonesian stakeholders demonstrating support for orangutan conservation efforts and implementation of threat reduction measures	>50% increase in air time and articles devoted to orangutan conservation in media	90 percent of conservation organizations and relevant government offices in Kalimantan and Sumatra aware of OCSP	Number of “hits” and “visits” on OCSP web-site and affiliate sites increases each month	>25% increase in awareness of campaign issues among target audiences	Number of participants in exchange programs
Indicator Definition	Heightened focus on orangutan in the media leverages government and other key backing for orangutan conservation policies	Number of minutes annually of media air-time devoted to orangutan conservation: a – radio; b– TV; c. Number of newspaper articles in Indonesian and international newspapers	Percentage of survey individuals who are able to respond correctly to a questionnaire on OCSP	Use of OCSP web-site and affiliated sites	Percentage of survey individuals who are able to respond correctly to a simple questionnaire on the importance of orangutan conservation and best practices	Number of people making exchange visits to best practice conservation sites
Unit of Measurement	Percentage	Number of minutes Number of articles	Percentage	Number of “hits” and “visits” on OCSP web-site and affiliate sites each month	Percentage	OCSP and partners
Data Source	OCSP	OCSP and electronic media organizations	OCSP	OCSP	OCSP	OCSP and partners
Method/Approach of Data Collection	Survey	Survey and reports	Electronic Survey	Number per month	Pre and post survey	Reports

Schedule/ Frequency	Annual	Quarterly	Quarterly	Review of records	One time pre and post survey	Quarterly
Reporting	Annual	Annual	Annual	Quarterly	Beginning and end of project	Annual
End Users	USAID, GOI, other donors, NGOs	USAID, GOI, other donors, NGOs	USAID, GOI and local authorities, other donors, NGOs, communities	USAID, GOI	USAID, GOI and local authorities, other donors, NGOs, communities	USAID, GOI and local authorities, other donors, NGOs, communities

TABLE 9: COMPONENT 4 TARGETS

Component 4	Overall Impact	Activity 4.1	Activity 4.2	Activity 4.3	Activity 4.4	Activity 4.5
Improved outreach that builds commitment and support for orangutan conservation	Percent of Indonesian stakeholders demonstrating support for orangutan conservation efforts and implementation of threat reduction measures	>50% increase in air time and articles devoted to orangutan conservation in media: a – radio; b– TV; c. Number of newspaper articles in Indonesian and international newspapers	90 percent of conservation organizations and relevant government offices in Kalimantan and Sumatra aware of OCSP	Number of “hits” and “visits” on OCSP website and affiliate sites increases each month	>25% increase in number of people aware of campaign issues	Number of participants in exchange programs
Target	80%	Number of minutes annually of media air-time devoted to orangutan conservation: a – 150 b – 60 c – 10	90%	2,000 hits; 1,000 visits	Increase of 25 awareness	100
Baseline Data	tbd	tbd	0	tbd	tbd	zero
2007 Target	50%	a – 50 b – 20 c – 2	30%	600 hits; 300 visits	5%	25
2007 Actual						
2008 Target	65%	a – 100 b – 40 c – 5	65	1,200 hits; 600 visits	15%	50
2008 Actual						
2009 Target	80%	a – 150 b – 60 c – 10	90	2,000 hits; 1,000 visits	25%	100
2009 Actual						

TABLE 10: COMPONENT 5 INDICATORS

COMPONENT 5: SUSTAINABLE FINANCING		
	Overall Impact	Activity 5.1: Establish a framework for collaboration on sustainable financing for orangutan conservation
Performance Indicator	Sustainable financing mechanism for orangutan conservation determined and funds raised	Development of financing mechanism for National forum that will create sustainability and serve as a clearing house for donor funds
Indicator Definition	Amount of funds raised from public and private sector donors	Forum capable of disbursing by representatives of public and private sector donor organizations involved in orangutan conservation
Unit of Measurement	US \$	Yes/No
Data Source	Donors, GOI	OCSF
Method/Approach of Data Collection	Reports	Reports
Schedule/ Frequency	Annual	Annual
Reporting	Annual	Annual
End Users	USAID, GOI, other donors, NGOs	USAID, GOI, other donors, NGOs

TABLE 11: COMPONENT 5 TARGETS

Component 5	Overall Impact	Activity 5.1
SUSTAINABLE FINANCING	Sustainable financing mechanism for orangutan conservation determined and funds raised	Development of financing mechanism for National forum that will create sustainability and serve as a clearing house for donor funds
Target	\$5 million	20
Baseline Data		zero
2007 Target	\$1 million	8
2007 Actual		
2008 Target	\$3 million	16
2008 Actual		
2009 Target	\$5 million	20
2009 Actual		

TABLE 12: ADMINISTRATION OF A GRANTS PROGRAM INDICATORS

Administration of a grants program				
	Overall impact	Clear grant application procedures developed and disseminated	Clear selection criteria for awards established	Technical assistance provided to applicants and recipients
Performance Indicator	Percentage of successful grants	Number of applications	Number of grants and funds awarded	Effectiveness of field-based technical assistance provided to grantees
Indicator Definition	1 - Percentage of grants completed 2 - Percentage of grants achieving targets 3 - Percentage of female beneficiaries 4 - Percentage of grants demonstrating positive conservation impact	1 - Number of expressions of interest received 2 - Number of project proposals received	1 - Number of grants awarded 2 - Amount of money obligated for grants 3 - Amount of money disbursed	Percentage of grantees demonstrating acceptable grant management skills, as defined by the following functions: <ul style="list-style-type: none"> ■ Meaningful consultation with beneficiaries for decision-making; ■ Adequate financial management mechanisms; ■ Operational performance monitoring system for adaptive management
Unit of Measurement	1 to 5 - Percentage	1 - Number 2 - Number	1 - Number 2 - U.S. dollars 3 - U.S. dollars	Percentage
Data Source	OCSP grantees	OCSP	OCSP	OCSP grantees and partners
Method/Approach of Data Collection	Review of records and survey	Review of records	Review of records	Audit
Schedule/Frequency	Annually	Quarterly	Quarterly	Annually
Reporting	Annually	Quarterly	Quarterly	Annually
End Users	USAID, GOI, NGOs	USAID, GOI, NGOs	USAID, GOI, NGOs	USAID, GOI, NGOs

TABLE 13: GRANTS PROGRAM—TARGETS

	Overall Impact	Clear grant application procedures developed and disseminated	Clear selection criteria for awards established	Technical assistance provided to applicants and recipients
	<p>1 - Percentage of grants completed 2 - Percentage of grants achieving targets 3 - Percentage of female beneficiaries 4 - Percentage of grants demonstrating positive orangutan conservation impact</p>	<p>1 - Number of expressions of interest received 2 - Number of project proposals received</p>	<p>1 - Number of grants awarded 2 - Amount of money obligated for grants 3 - Amount of money disbursed</p>	<p>Percentage of grantees demonstrating acceptable grant management skills, as defined by the following functions:</p> <ul style="list-style-type: none"> ▪ Meaningful consultation with beneficiaries for decision-making; ▪ Adequate financial management mechanisms; ▪ Operational performance monitoring system for adaptive management
Target	<p>1 - 90% 2 - 75% 3 - 52% 4 - 75%</p>	<p>1 - 25 expressions of interest (EOIs) 2 - 15 proposals</p>	<p>1 - 12 grants 2 - \$2,250,000 3 - \$2,250,000</p>	80%
Baseline Data	<p>1 - 0% 2 - 0% 3 - 0% 4 - 0%</p>	<p>1 - 0 EOIs 2 - 0 proposals</p>	<p>1 - 0 grants 2 - \$0 3 - \$0</p>	0%
2007 Target	<p>1 - 40% 2 - 30% 3 - 20% 4 - 30%</p>	<p>1 - 23 EOIs 2 - 13 proposals</p>	<p>1 - 10 grants 2 - \$1,750,000 3 - \$800,000</p>	60%

	Overall Impact	Clear grant application procedures developed and disseminated	Clear selection criteria for awards established	Technical assistance provided to applicants and recipients
2007 Actual				
2008 Target	1 - 80% 2 - 60% 3 - 40% 4 - 60%	1 - 25 EOIs 2 - 15 proposals	1 - 12 grants 2 - \$2,250,000 3 - \$1,600,000	70%
2008 Actual				
2009 Target	1 - 90% 2 - 75% 3 - 52% 4 - 75%	1 - 25 EOIs 2 - 15 proposals	1 - 12 grants 2 - \$2,250,000 3 - \$2,250,000	80%
2009 Actual				

TABLE 14: MONITORING STAKEHOLDER SATISFACTION—INDICATORS

Customer Satisfaction and Awareness				
	Overall impact	Information exchange	Information sharing (World Wide Web)	Public opinion about orangutan conservation efforts in Indonesia
Performance Indicator	Number of conservation partners and clients receiving requested technical support services for implementation activities and sustainable development practices	Stakeholders rate OCSP information exchange and liaison as good to excellent	Use of OCSP web-site and affiliated sites	Level of awareness about orangutan conservation efforts across the Indonesia
Indicator Definition	Percentage of partners in OCSP focus areas that rate OCSP capacity building and support services as good to excellent	Percentage of stakeholders that rate OCSP information exchange and liaison as good to excellent	Number of “hits” and “visits” on OCSP web-site and affiliate sites each month	Percentage of service providers and practitioners that can name orangutan conservation best practices and approaches based on responses to five tailored survey questions
Unit of Measurement	Percentage	Percentage	Number per month	Percentage
Data Source	OCSP	OCSP	OCSP	OCSP
Method/Approach of Data Collection	Survey	Survey	Review of records	Survey
Schedule/Frequency	Annual	Annually	Monthly	Annually
Reporting	Annual	Annually	Quarterly	Annually
End Users	USAID, GOI	USAID, GOI	USAID, GOI	USAID, GOI

TABLE 15: MONITORING STAKEHOLDER SATISFACTION—TARGETS

	Overall Impact	Information Exchange	Information Sharing (World Wide Web)	Public Opinion about Eco- Regional Planning and CBNRM
	Percentage of partners in OCSP focus areas that rate OCSP capacity building and support services as good to excellent	Percentage stakeholders that rate OCSP information exchange and liaison as good to excellent	Number of “hits” and “visits” on OCSP Web site each month	Percentage of service providers and practitioners that can name orangutan best practices and approaches based on responses to five tailored survey questions
Target	90%	90%	2,000 hits; 1,000 visits	90%
Baseline Data	0%	0%	0 hits; 0 visits	TBD
FY2007 Target	90%	90%	600 hits; 300 visits	50%
FY2007 Actual				
FY2008 Target	90%	90%	1,200 hits; 600 visits	70%
FY2008 Actual				
FY2009 Target	90%	90%	2,000 hits; 1,000 visits	90%
FY2009 Actual				