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AGBIZ PROGRAM

PERFORMANCE MONITORING PLAN

DECEMBER 2011

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DISCLAIMER

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TABLE OF CONTENTS

TABLE OF CONTENTS	v
ACRONYMS AND ABBREVIATIONS	VII
DEFINITIONS.....	IX
1.0 INTRODUCTION AND AGBIZ PROGRAM OVERVIEW	11
1.1 AGBIZ PROGRAM EXTENSION BACKGROUND.....	11
1.2 AGBIZ PERFORMANCE MONITORING PLAN AND RESULTS FRAMEWORK.....	12
1.3 VALUE CHAINS AND PERFORMANCE MONITORING	13
2.0 PMP IMPLEMENTATION.....	15
2.1 PERFORMANCE INDICATORS.....	15
2.1.1 <i>Modifications to the Initial AgBiz PMP Indicators</i>	15
2.2 INDICATOR BASELINE.....	16
2.3 DATA SOURCE AND METHOD OF COLLECTION.....	17
2.4 DATA COLLECTION FREQUENCY AND MANAGEMENT.....	17
2.5 DATA QUALITY ASSESSMENT PROCEDURES.....	18
2.6 INDICATOR REPORTING SCHEDULE.....	18
2.7 MONITORING AND EVALUATION OF PROGRESS.....	19
2.8 TRAIN LEAD FACILITATORS	20
2.9 CONCLUSION.....	20
3.0 DETAILED INFORMATION ON AGBIZ PMP INDICATORS.....	21
4.0 INDICATOR TARGETS	38

LIST OF TABLES AND FIGURES:

FIGURE 1. CONSOLIDATED RESULTS FRAMEWORK	12
FIGURE 2. SIMPLIFIED SCHEMA FOR VALUE CHAINS AND RELATIONSHIPS.....	13
TABLE 1. AGBIZ PERFORMANCE INDICATORS AND BASELINE CY 2010.....	16
TABLE 2. AGBIZ QUARTERLY PERFORMANCE INDICATORS.....	18
TABLE 3. AGBIZ CALENDAR YEAR PERFORMANCE INDICATORS	19
TABLE 4. CY'11, FY'12/CY'12, FY'13 AND LOP TARGETS	39

ACRONYMS AND ABBREVIATIONS

ADS	Automated Directive System
AO	Assistance Objective
B2B	Business to Business
BSP	Business Services Provider
CoP	Chief of Party
COTR	Contracting's Officer Technical Representative
CY	Calendar Year
DCoP	Deputy Chief of Party
FACTS	Foreign Assistance Coordination and Tracking System
FF&V	Fresh Fruits and Vegetables
FY	Fiscal Year
HR	Human Resources
IR	Intermediate Result
ISC	Integrated Supply Chain
LA	Lead Actor
LF	Lead Facilitator
M&E	Monitoring and Evaluation
MKD	Macedonian denars
MT	Metric Tons
PIRS	Performance Indicator Reference Sheet
PMP	Performance Monitoring Plan
PSDS	Private Sector Development Specialist
PV	Processed Vegetables
RF	Result Framework
SME	Small and Medium Enterprises
TtARD	Tetra Tech ARD
USG	United States Government
USAID	United States Agency for International Development
VC	Value Chain

DEFINITIONS

Each of the following sections defines key terms used in this plan.

Activity – An event or action designed to help achieve one or more AgBiz Extension objectives. A value chain competitiveness enhancement event that is designed for multiple customers in one or more value chains, and includes trade fairs, study tours, human capacity enhancement/training, value chain profiles, assessments, policy reform evaluations, and business to business (B2B) meetings. AgBiz usually supports activities by direct payments to service providers.

AgBiz Extension – The two-year, \$2.35 million extension of United States Agency for International Development (USAID)/Macedonia’s AgBiz Program.

Business Services Provider (BSP) – An entity that provides business-related services to agribusinesses, most often a private sector firm such as a consulting company or an individual consultant. In some cases, public sector entities can be BSPs if the services they provide are for commercial business development purposes.

Fresh Fruits and Vegetables (FF&V) – One of the two value chains to be supported by AgBiz.

Integrated Supply Chain (ISC) – A sustainably linked, market-focused, and effectively integrated set of participants who provide inputs or services to a single final seller (or coordinated group of final sellers) who work together to enhance the competitiveness of the end products sold by the last links in the supply chain. A supply chain is composed of participants of an ongoing set of vertical linkages that is much smaller and has fewer participants than a value chain.

Lead Actor (LA) – A private sector legal entity that plays a major role in the implementation of an integrated supply chain competitiveness enhancement plan (i.e., set of AgBizE-supported activities). LAs are often consolidators, packers, or processors, but can also be input suppliers, financial entities, or occasionally a trade association.

Lead Facilitator (LF) – A firm (most often a BSP) that takes majority responsibility for the planning and implementation of a significant part of an AgBizE component. An LF will be a subproject manager and will need to comply with all relevant USG, USAID, and Tetra Tech ARD regulations.

Package – A set of activities designed by an LF, with input from key LAs, to enhance the competitiveness of a specific value chain.

Processed Vegetables (PV) – One of the two value chains to be supported by AgBiz.

Value Chain (VC) – The firms and individuals participating in related value-adding activities that convert inputs and services supply into outputs for a given set of commodities and products. Most USAID-related value chain development work stops at the importer or wholesale buyer, but includes inputs and services suppliers.

I.0 INTRODUCTION AND AGBIZ PROGRAM OVERVIEW

This Performance Monitoring Plan (PMP) is for the USAID/Macedonia AgBiz Program RAISE PLUS EDH-I-00-05-00006-00 TO 3 being implemented by Tetra Tech ARD (TtARD). It covers the period June 2011 through June 2013.

The PMP is a critical tool for planning, managing, and documenting progress towards achieving the goals of the AgBiz Program. It is essential to AgBiz' performance-based management approach, as the data collected and reported for each indicator provides USAID/Macedonia with detailed information regarding program impacts by describing progress achieved according to the proposed indicators. It also contributes to the effectiveness of the Monitoring and Evaluation (M&E) system by assuring that comparable and quality performance data are collected. This PMP explains how this will be accomplished in the context of both USAID's and AgBiz' Results Framework (RF).

Furthermore, the AgBiz PMP provides the data required to inform management decisions, improve operations, identify performance gaps, reassess performance targets, and set goals for improvement. Finally, it should be noted that this PMP is a dynamic document and therefore it is expected that in collaboration with the USAID Contracting's Officer Technical Representative (COTR) it will be updated periodically to reflect changing conditions which affect program activities as well as any gaps that are identified during the course of implementation.

I.1 AGBIZ PROGRAM EXTENSION BACKGROUND

During May 2011, due to highly satisfactory implementation and the outstanding results achieved in the last four years, USAID awarded TtARD a two years AgBiz Extension. The primary objective of the AgBiz Two-Year Cost Extension is to increase incomes for targeted participants in the Processed Vegetables (PV) and Fresh Fruits and Vegetables (FF&V) Value Chains (VC) in Macedonia by increasing sales (domestic and exports), improving productivity, enhancing the agricultural business environment, and increasing access to finance. AgBiz Extension will "build off of the existing capacity and expertise of Macedonian professionals, lead firms, and farms to create a new understanding in the market for embedded services and fee-based service delivery. The provision of the services will be delivered sustainably by local partners well beyond the anticipated graduation of the USAID Macedonia program."

The AgBiz Extension differs from AgBiz in three key areas:

- a. Focus is on only two value chains - Fresh Fruits and Vegetables and Processed Vegetables;
- b. Emphasis are on the lower levels of the value chains, with a view to increase product quality and quantity to meet demand, and to raise the critical mass of stakeholders in the targeted value chains; and
- c. The Program is meant to significantly increase the use of local service providers and the development and provision of sustainable packages of services.

These changes will result in more emphasis on productivity, increased incomes, and sustainable linkages between Business Services Providers (BSPs) and stakeholders in the two value chains. AgBiz is focusing on facilitating linkages between value chain stakeholders and BSPs, resulting in more sustainable business relationships. AgBiz staff will provide minimal direct technical assistance and will refrain from becoming a stakeholder in either of the targeted value chains. AgBiz will work through Lead Facilitators (LF) to promote the development and implementation of a comprehensive package of services to upgrade the value chains. As a result, value chain upgrading services will be provided primarily by BSPs, and AgBiz will cost-share these activities, resulting in more leverage and sustainable business relationships.

I.2 AGBIZ PERFORMANCE MONITORING PLAN AND RESULTS FRAMEWORK

The PMP for AgBiz Extension is based on the existing and successful M&E system already in place, adapted to meet the overall principles for the extension period.

The AgBiz Extension PMP submitted as part of our Technical Proposal was approved by USAID in June, 2011. This version is an expanded one providing more details on the indicators at all levels within the Results Framework, as well as methods for data collection, analysis and reporting. Ongoing improvements to the system will be made throughout the life of the Program (LoP) to respond to new needs. Similarly, Lead Facilitators' personnel will continue receiving frequent training on the monitoring and evaluation system to ensure that information is collected and reported in a timely and efficient manner.

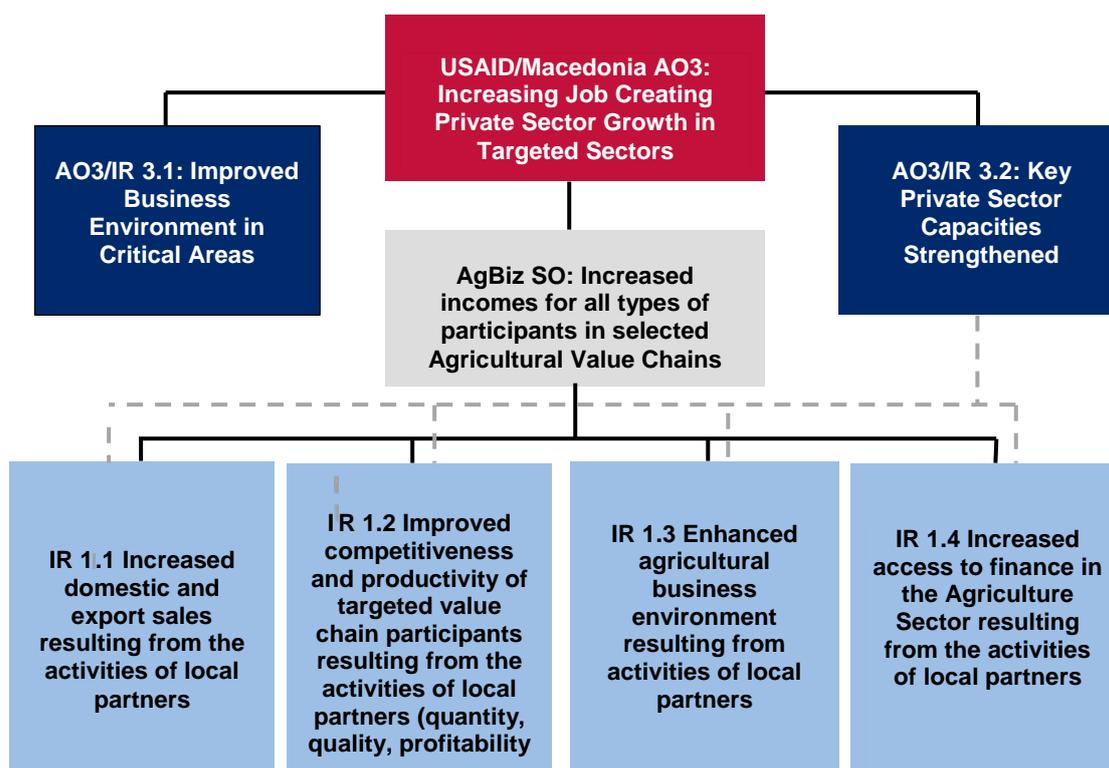
The overall objective of AgBiz Extension is “Increased Incomes for all types of participants in selected agricultural value chains”, and in doing so contribute to the USAID/Macedonia Assistance Objective (AO 3) of “Increasing Job Creating Private Sector Growth in Targeted Sectors”.

To achieve the above goals and objectives the Task Order is divided into four major components or Intermediate Results (IR):

- IR 1.1 Increased domestic and export sales resulting from the activities of local partners;
- IR 1.2 Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners (quantity, quality, profitability);
- IR 1.3 Enhanced agricultural business environment resulting from activities of local partners;
- IR 1.4 Increased access to finance in the agriculture sector resulting from the activities of local partners.

A consolidated Results Framework for AgBiz and its position within the Mission's Result Framework is provided in Figure 1 below.

FIGURE I. CONSOLIDATED RESULTS FRAMEWORK



With concurrence provided by USAID, the AgBiz team has developed a set of performance indicators and targets that will measure project performance and progress at various levels – project objectives are translated into a set of results for which indicators are identified and targets are set. The AgBiz PMP measures data at three levels: sub-objective level, Intermediate Result level and activity level, as described below:

- **Sub-Objective-level** results are established to assess the impact at the macro level, to correspond to USAID/Macedonia’s Strategic Objective level indicators and to evaluate overall performance at the program’s mid-point and end;
- **IR-level** results are established to measure performance of the four components: Domestic and Export Sales, Improved Competitiveness and Productivity, Agricultural Business Environment and Access to Finance through indicators under each IR; and
- **Activity-level** outputs, project inputs, and outreach to value chain participants.

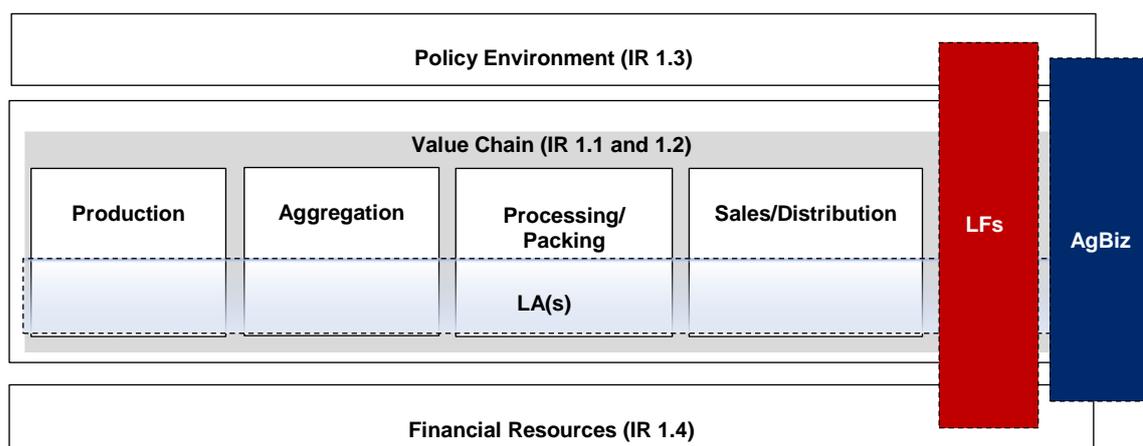
This PMP also employs a participatory approach; disaggregates information by gender, where appropriate, to examine the impact of AgBiz activities on women; and employs systematic data quality assessment procedures to ensure data validity, integrity, precision, reliability, and timeliness to enhance program effectiveness.

I.3 VALUE CHAINS AND PERFORMANCE MONITORING

For purposes of M&E we recognize four distinct levels of the VC:

- Production – farmers and business farms that produce the raw materials;
- Aggregation – the accumulation of product with first level value addition through grading and sorting, short-term cold or warehouse storage, packing for bulk transport, etc. This may include Producer Organizations or their equivalent, traders/dealers or transporters;
- Processing – the level where most value addition is achieved through additional grading and selection, washing and packaging, processing of raw materials into a higher-value product, etc.;
- Marketing/Sales/Distribution – the final level (for our purposes, since the outlets and onward movement of product is out of our manageable interest) in which the product is sold either wholesale or retail (supermarkets may be included).

FIGURE 2. SIMPLIFIED SCHEMA FOR VALUE CHAINS AND RELATIONSHIPS



2.0 PMP IMPLEMENTATION

In accordance with Automated Directive System (ADS) 203.3.3.1, AgBiz PMP identifies baseline performance levels and targets to be achieved over the life of the Program, the source and quality of data and responsibilities for collection and analysis of data. Specifically, this PMP has eight elements:

- Performance indicators;
- Indicator baseline;
- Specification of data source and method of collection;
- Data collection and management system;
- Data quality assessment procedures;
- Indicator reporting schedule;
- Monitoring and evaluating progress; and
- Training implementing partners

2.1 PERFORMANCE INDICATORS

At the heart of the performance monitoring system are performance indicators, which define the data to be collected to measure progress and which enable actual results achieved over time to be compared with planned results. Thus, performance indicators are an indispensable management tool for making performance-based decisions regarding the AgBiz Program.

We have employed performance indicators that will measure progress toward each result of our Results Framework. Specifically, AgBiz aims to achieve results that move from outputs to outcomes which progress towards achieving Intermediate Results. The performance indicators under each IR will provide cumulative results from AgBiz activities and implementation of the Integrated Supply Chain concept that are undertaken in accordance with the AgBiz Annual Work Plan.

2.1.1 Modifications to the Initial AgBiz PMP Indicators

Two Standard Indicators under USAID Foreign Assistance Coordination and Tracking System (FACTS), Element 4.6.2 Private Sector Capacity were selected for USAID / Macedonia Operational Plan/Performance reporting purposes during the AgBiz planning cycle and selection process of the PMP Indicators. These are: “Number of firms receiving USG supported assistance to improve their management” and “Number of Small and Medium Enterprises (SMEs) receiving United States Government (USG) assistance to access bank loans or private equity”.

In November, due to the Agency’s updated monitoring and evaluation policy the Indicator “Number of firms receiving USG supported assistance to improve their management” was archived and the Indicator “Number of private sector firms that have improved management practices as a result of USG assistance” was introduced instead. AgBiz has modified its list of PMP Indicators so that it includes this new Standard Indicator and set targets accordingly and will measure progress towards achieving targets set for this Indicator on a quarterly basis. Overall performance towards achieving results for FY’12 and for a portion of FY’13 will be summarized and reported on a fiscal year basis. To improve the efficiency of external performance reporting processes, it was decided in concurrence with USAID’s M&E Specialist and AgBiz COTR, that only this Standard Indicator under Program Element 4.6.2 Private Sector Productive Capacity will be reported by USAID/Macedonia through annual Operational Plans and Performance Reports.

In addition, the other Indicator initially selected for USAID/Macedonia Operational Plan/Performance reporting purposes, “Number of Small and Medium Enterprises (SMEs) receiving United States Government (USG) assistance to access bank loans or private equity” was also archived by the USAID

Foreign Assistance. Nevertheless, AgBiz will continue to track progress towards achieving results for this Indicator but only at a program level, for internal purposes.

2.2 INDICATOR BASELINE

As the indicators measure new or additional impact due to AgBiz activities, the baseline value for most of the indicators is assigned as zero (as presented in Table 1 below) and benefits will be accruing as activities are being implemented.

Five (5) of the indicators are either absolute values or percentage increases, and thus require historical data from the assisted Lead Actors: trader, dealer and processor customers, such as previous sales collected at farm-level; previous number of small-scale producers/farmers from whom raw material is purchased (to address strengthening linkages among VC participants by making formal delivery contracts), and previous volumes and values of goods sold into domestic, regional and international markets (to address the indicators related to increases in sales into those markets).

The baseline data was collected by the FF&V and PV Value Chain Lead Facilitators during the process of developing their proposals via utilization of a survey document (Appendix 1.1). To measure the overall impact and benefit of the activities that will be implemented during the AgBiz Extension implementation, (and following the “before and after” principle), the Lead Actors that were selected, following specific criteria, provided data on their companies’ performance for 2010. The obtained data was then processed, compiled and integrated into the AgBiz baseline. Financial data is collected in Macedonian denars (MKD) and for reporting purposes will be converted into US dollar amounts based on the National Bank of Macedonia’s annual average exchange rate (presently MKD 45/1 US\$).

TABLE 1. AGBIZ PERFORMANCE INDICATORS AND BASELINE CY 2010

Overall Objective: Increased incomes for all types of participants in selected agricultural value chains			
Indicator Number	Type/Period of Reporting	Indicator Title	BASELINE CY 2010
Project-level Indicators			
1.	Impact/Calendar Annual	Value of incremental sales (collected at farm- level) attributed to USG assistance (in US Dollar)	\$16,051,035
2.	Impact/Calendar Annual	Percent change in value of total sales of targeted agricultural commodities	N/A
IR 1.1	Increased domestic and export sales resulting from the activities of local partners		
1.1.1	Outcome/Calendar Annual	Value of sales of targeted agricultural commodities as a result of USG assistance	\$33,257,142
1.1.1 a	Outcome/Calendar Annual	Value of sales to domestic market	\$8,690,182
1.1.1 b	Outcome/Calendar Annual	Value of sales to domestic market(planting material)	\$139,553
1.1.1 c	Outcome/Calendar Annual	Value of sales to the regional market	\$11,933,675
1.1.1 d	Outcome/Calendar Annual	Value of sales to international market	\$12,493,732
1.1.2	Outcome/Calendar Annual	Volume of sales of targeted agricultural commodities as a result of USG assistance (in MT)	36,167
1.1.2 a	Outcome/Calendar Annual	Volume of sales to domestic market (in MT)	11,230
1.1.2 b	Outcome/Calendar Annual	Volume of sales to domestic market (in pieces of planting material)	64,080
1.1.2 c	Outcome/Calendar Annual	Volume of sales to the regional market (in MT)	13,110
1.1.2 d	Outcome/Calendar Annual	Volume of sales to international market (in MT)	11,827
Output Level Indicators			
1.1.1.1	Output/Quarter	Number of new varieties and products from the supported VCs developed	0
1.1.1.2	Output/Calendar Annual	Number of new exporters and new participants in the supported value chains	0
1.1.1.3	Output/Quarter	Number of export capacity enhancement activities for InvestMacedonia	0
IR 1.2	Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners		
1.2.1 ARCHIVE	Outcome/Quarter	Number of firms receiving USG supported assistance to improve their management practices	0
1.2.1 NEW	Outcome/Quarter	Number of private sector firms that have improved management practices as a result of USG assistance*	0
1.2.2	Outcome/Quarter	Number of new technologies or management practices introduced	0
Output Level Indicators			
1.2.1.1	Output/Calendar Annual	Number of formal delivery contracts made by supported VC participants	738
1.2.1.2	Output/Quarter	Total number of individuals who have received USG supported short-term agricultural training	0
1.2.1.2a	Output/Quarter	Number of male individuals who have received USG supported short-term agricultural training	0
1.2.1.2b	Output/Quarter	Number of female individuals who have received USG supported short-term agricultural training	0

TABLE 1. AGBIZ PERFORMANCE INDICATORS AND BASELINE CY 2010

Overall Objective: Increased incomes for all types of participants in selected agricultural value chains			
Indicator Number	Type/Period of Reporting	Indicator Title	BASELINE CY 2010
1.2.1.3	Output/Quarter	Number of capacity-building service providers receiving USG assistance	0
IR 1.3	Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners		
1.3.1	Outcome/Quarter	Number of policy reforms / regulations / administrative procedures drafted and presented for public / stakeholder consultation as a result of USG assistance	0
<i>Output Level Indicators</i>			
1.3.1.1	Output/Quarter	Number of strategies, plans and assessments for enhancing the competitiveness of the AgBiz-supported value chains developed	0
1.3.1.1a	Output/Quarter	Number of policy reform needs identified	0
1.3.1.2	Output/Quarter	Number of Sector Export Promotion Strategies developed	0
1.3.1.3	Output/Quarter	Number of advocacy capacity building activities implemented	0
1.3.1.4	Output/Quarter	Number of VC entities who have received advocacy capacity building training	0
1.3.1.5	Output/Quarter	Number of individuals who have received advocacy capacity building training	0
IR 1.4	Increased Access to Finance in the Agriculture Sector Resulting from the Activities of Local Partners		
1.4.1	Outcome/Quarter	Value of loans facilitated from non-DCA and DCA-supported finance institutions (in 000 USD)	0
<i>Output Level Indicators</i>			
1.4.1.1 ARCHIVE	Output/Quarter	Number of SMEs receiving USG assistance to access bank loans or private equity**	0
1.4.1.2	Output/Quarter	Value of customer financing need identified (in 000 USD)	0
1.4.1.3	Output/Quarter	Value of value chain participants investment stimulated (in 000 USD)	0

* Standard Indicator 4.6.2-9 under USAID FA, Element 4.6.2 Private Sector Productive Capacity

** Standard Indicator archived by USAID FA, but AgBiz will continue measuring progress toward achieving results on project level only

2.3 DATA SOURCE AND METHOD OF COLLECTION

The source and method of data collection are noted in the Performance Indicator Reference Sheets (PIRS) for each indicator (Section 3.0). As described in the PIRS, the AgBiz team will work with LFs to ensure that the data are timely by gathering data upon completion of each Activity and on a quarterly/annual basis. Further, AgBiz is instituting an electronic and paper-based information management system to monitor program activities; and computer-based project management tools will be used to effectively track program activity and to monitor progress. Finally, data collection methods will be consistent and comparable over time, with any changes to be documented in the AgBiz PMP. To do this, the team has:

- Developed appropriate forms to collect data (Appendices 1.2; 2.1; 2.2; 2.3; 2.4 and 2.5);
- Trained selected Lead Facilitators' teams who will be involved in data collection, analyzing and results reporting;
- Developed a plan for collating and storing data and all forms; and
- Developed a plan for conducting overall data quality assessment on a mid-yearly basis.

2.4 DATA COLLECTION FREQUENCY AND MANAGEMENT

The data collection process will be an ongoing effort, as numerous sources of data will be used to gather the information needed to provide AgBiz management and the USAID Mission with high quality and reliable data on Program impact.

Data on impact indicators will be collected on quarterly basis and reported on an annual basis, whereas data on output indicators will be reported quarterly. The impact data will also be verified and reported on a calendar year basis. That is, impact data will be collected in January, April, July and October of each year, its quality verified at the beginning of March (when LAs' official financial statements submitted to Public Revenue Office become available) and will be reported in the FY'12 and FY'13 Second Quarterly Reports. On the other hand, the output indicators will be reported on quarterly basis starting with the AgBiz Extension FY'12 First Quarterly Report (covering the period October - December 2011).

The M&E/Reporting Manager reporting to the Chief of Party (CoP) and Deputy Chief of Party (DCoP) Finance, Administration, Human Resources (HR) & Compliance is responsible for managing data collection for the AgBiz Program. The LFs (Value Chains, Private-Public Dialogue & Advocacy and Access to Finance) are responsible for incorporating AgBiz indicators into activity planning, implementation and reporting.

The M&E/Reporting Manager will work closely with LFs and the respective AgBiz Program staff, DCoP Public Sector Liaison & Access to Finance and Private Sector Development Specialist (PSDS) to collect monitoring data in accordance with the data collection schedule. The AgBiz team will also be responsible for conducting the annual data quality assessment.

2.5 DATA QUALITY ASSESSMENT PROCEDURES

A number of data quality assessment procedures will be implemented to ensure that the data is of sufficient quality to measure the effectiveness in achieving the Overall Objective. This will include:

- Visiting field sites to assess whether reports and inputs accurately reflect what occurs in the field;
- Reviewing data to ensure that what is being reported is accurate, including regular meetings with LFs and LAs to gain an appreciation of how accurate the data are;
- Developing standardized data collection and analysis procedures, including procedures to reduce error; and
- Conducting an annual data quality assessment and verification audit.

Both the LFs' designated M&E person and the AgBiz M&E/Reporting Manager will have the primary responsibility for coordinating, assisting in collection, and analyzing the project performance data on quarterly and annual basis. The actual performance data will be compared with both targeted performance and past performance. The objective of the analysis will be to draw conclusions, recommendations and lessons learned that can be used to improve performance and as a basis for planning, decision-making and the promotion of learning within the Program. The primary data presentation methods used in quarterly reports will be the Performance Indicator Table presenting quantitative achievements, and additional qualitative information. The data presentation formats to be used will also include graphs and charts where appropriate.

2.6 INDICATOR REPORTING SCHEDULE

Below we present the finalized list (including proposed modifications) of Indicators which will be reported to USAID.

AgBiz will report to USAID on indicator achievements against the targets outlined in Table 2 on a quarterly basis, therefore the below table does not include the indicators that will be reported only on annual basis (presented in Table 3). The Performance Monitoring and Evaluation section in each Quarterly Report will include:

- Performance indicator table that details:
 - Past performance;
 - Results achieved during the Quarter;
 - Actual cumulative results achieved “to Date”
 - Target values to be achieved over the selected Fiscal Year (FY);
 - Performance (in percentage) measuring the progress towards achieving target set for selected FY; and
- Assessment of why performance targets were or were not met, with suggestions for corrective action, if necessary.

TABLE 2. AGBIZ QUARTERLY PERFORMANCE INDICATORS

Indicator Number	Type/Period of Reporting	Indicator Title
IR 1.1		Increased domestic and export sales resulting from the activities of local partners
Indicator 1.1.1.1	Output/Quarter	Number of new varieties and products from the supported VCs developed
Indicator 1.1.1.3	Output/Quarter	Number of export capacity enhancement activities for Invest Macedonia
IR 1.2		Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners
Indicator 1.2.1	Outcome/Quarter	Number of private sector firms that have improved management practices as a result of USG supported assistance
Indicator 1.2.2	Outcome/Quarter	Number of new technologies or management practices introduced

TABLE 2. AGBIZ QUARTERLY PERFORMANCE INDICATORS

Indicator Number	Type/Period of Reporting	Indicator Title
Indicator 1.2.1.2	Output/Quarter	Total number of individuals who have received USG supported short-term agricultural training
Indicator 1.2.1.2 a	Output/Quarter	Number of male individuals who have received USG supported short-term agricultural training
Indicator 1.2.1.2 b	Output/Quarter	Number of female individuals who have received USG supported short-term agricultural training
Indicator 1.2.1.3	Output/Quarter	Number of capacity-building service providers receiving USG assistance
IR 1.3	Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners	
Indicator 1.3.1	Outcome/Quarter	Number of policy reforms / regulations / administrative procedures drafted and presented for public / stakeholder consultation as a result of USG assistance
Indicator 1.3.1.1	Output/Quarter	Number of strategies, plans and assessments for enhancing the competitiveness of the AgBiz-supported value chains developed
Indicator 1.3.1.1a	Output/Quarter	Number of policy reform needs identified
Indicator 1.3.1.2	Output/Quarter	Number of Sector Export Promotion Strategies developed
Indicator 1.3.1.3	Output/Quarter	Number of advocacy capacity building activities implemented
Indicator 1.3.1.4	Output/Quarter	Number of VC entities who have received advocacy capacity building training
Indicator 1.3.1.5	Output/Quarter	Number of individuals who have received advocacy capacity building training
IR 1.4	Increased Access to Finance in the Agriculture Sector Resulting from the Activities of Local Partners	
Indicator 1.4.1	Outcome/Quarter	Value of loans facilitated from non-DCA and DCA-supported finance institutions (in 000 USD)
Indicator 1.4.1.1	Output/Quarter	Number of SMEs receiving USG assistance to access bank loans or private equity
Indicator 1.4.1.2	Output/Quarter	Value of customer financing need identified (in 000 USD)
Indicator 1.4.1.3	Output/Quarter	Value of value chain participants investment stimulated (in 000 USD)

Table 3 below presents the indicators that will be reported on annual calendar year basis. Given that the Lead Actors (as the source for AgBiz impact indicators) do not have useful historical quarterly data available, their performance on the selected indicators will be reported on calendar year basis. The incremental sales collected at farm-level, increases/decreases in sales to selected markets, number of the new exporters/participants in the supported VCs and number of formal delivery contracts in Calendar Years (CY) 2011 and 2012 will be calculated and compared to the base year (CY 2010). We will provide these annual values and percentage increase/decrease data in a separate table in the Second Quarter FY '12 Report in April 2012 and Second Quarter FY '13 Report in April 2013.

TABLE 3. AGBIZ CALENDAR YEAR PERFORMANCE INDICATORS

Overall Objective: Increased incomes for all types of participants in selected agricultural value chains		
Indicator Number	Type/Period of Reporting	Indicator Title
Indicator 1.	Impact/Calendar Annual	Value of incremental sales (collected at farm-level) attributed to USG assistance (in US Dollar)
Indicator 2.	Impact/Calendar Annual	Percent change in value of total sales of targeted agricultural commodities
IR 1.1	Increased domestic and export sales resulting from the activities of local partners	
Indicator 1.1.1	Outcome/Calendar Annual	Value of sales of targeted agricultural commodities as a result of USG assistance
Indicator 1.1.1 a	Outcome/Calendar Annual	Value of sales to domestic market
Indicator 1.1.1 b	Outcome/Calendar Annual	Value of sales to domestic market (planting material)
Indicator 1.1.1 c	Outcome/Calendar Annual	Value of sales to the regional market
Indicator 1.1.1 d	Outcome/Calendar Annual	Value of sales to international market
Indicator 1.1.2	Outcome/Calendar Annual	Volume of sales of targeted agricultural commodities as a result of USG assistance (in MT)
Indicator 1.1.2 a	Outcome/Calendar Annual	Volume of sales to domestic market (in MT)
Indicator 1.1.2 b	Outcome/Calendar Annual	Volume of sales to domestic market (in pieces of planting material)
Indicator 1.1.2 c	Outcome/Calendar Annual	Volume of sales to the regional market (in MT)
Indicator 1.1.2 d	Outcome/Calendar Annual	Volume of sales to international market (in MT)
Indicator 1.1.1.2	Output/Calendar Annual	Number of new exporters and new participants in the supported value chains
IR 1.2	Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners	
Indicator 1.2.1.1	Output/Calendar Annual	Number of formal delivery contracts made by supported VC participants

In addition, AgBiz will provide a snapshot of activity progress and accomplishments on a monthly basis to the CO/TR. For this AgBiz is using the Monthly Report format that has sections on narratives pertaining to completed activities, summary of the progress of activities being implemented and plans and objectives for the next month.

2.7 MONITORING AND EVALUATION OF PROGRESS

The AgBiz team will track progress against all indicators, with a M&E/Reporting Manager administrating the process of designing appropriate monitoring mechanisms and supervising their implementation. On an annual basis, the team will assess the entire PMP and make necessary changes to improve project implementation in subsequent project cycles. This will include:

- Reviewing assumptions underlying the Results Framework and indicators;
- Conducting technical review and analyses to evaluate the project in terms of its purpose, results, and impacts;
- Ensuring that progress being reported corresponds with and properly feeds into the Overall Objective;
- Assessing the likely reasons why performance targets are or are not being met;
- Recommending changes to the processes outlined in the PMP, in order to improve performance-based decision making.

In addition, the following methods and tools will be used to track and monitor performance:

- Microsoft Excel databases and other tools will be used to monitor indicators throughout the Program period;
- Data collection will be standardized by employing the sets of forms and checklists for the LFs' staff to periodically report on progress made. This will then be organized and analyzed by the M&E/Reporting Manager using various software tools; and
- Quarterly and yearly findings will be disseminated to USAID/Macedonia; the entire AgBiz team, including Lead Facilitators; and selected stakeholders.

The findings will be discussed by the Chief of Party and/or DCoPs with the COTR, and instructions will be sent to improve planning, implementation, and monitoring practices in the field.

2.8 TRAIN LEAD FACILITATORS

As accurate data is critical to make appropriate management decisions, trainings were conducted for all Lead Facilitators responsible for helping improving VC participants' productivity, sales and competitiveness; enhancing business environment and increasing access to finance. AgBiz team will continue working with partners to:

- Communicate how important good data quality collection and reporting is to Program performance;
- Communicate and explain how the indicator performance data feeds into the goals and objectives of the project;
- Have LFs report progress using AgBiz indicators; and
- Develop their own performance monitoring and evaluation capacity.

2.9 CONCLUSION

AgBiz has selected the results and indicators presented in this PMP in order to:

- 1) Collect information that will feed into the USAID/Macedonia's PMP and RF;
- 2) Document progress in achieving program goals and objectives as presented in the RF;
- 3) Use the PMP as a tool to support effective program management; and
- 4) Ensure that this will contribute to building an information system that will be useful to VC participants after AgBiz is over.

3.0 DETAILED INFORMATION ON AGBIZ PMP INDICATORS

Following are abbreviated Indicator Reference Sheets that define indicators and detail data collection. The format has been adapted from the FACTS indicator reference sheets for the Program Results Categories.

Performance Indicator Reference Sheet: 1. Value of incremental sales (collected at farm-level)	
Overall Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: N/A	
Indicator Title: Value of incremental sales (collected at farm-level)	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
<p>Definition: The value of incremental sales indicates the value of the total amount of agricultural products sold by farm households relative to a base year and can be calculated based on the total quantity sold of a crop times the crop price</p> <p>Unit of Measure: US dollars</p> <p>Type: Outcome</p> <p>Disaggregated by: Value Chain</p> <p>Rationale: Value (in US dollars) of purchases from smallholders of targeted commodities is a measure of the competitiveness of those smallholders. This measurement also helps track access to markets and progress toward commercialization by subsistence and semi-subsistence smallholders. Improving markets will contribute to increased productivity and production. Improved competitiveness will contribute to Overall Objective of increased incomes for all types of participants in selected agricultural value chains</p>	
B. Plan for Data Collection	
<p>Data Collection Method: VC LFs will track the value of incremental sales using a Quarterly Progress Report form</p> <p>Data Source(s): Selected FF&V and PV VC Lead Actors participating in the Integrated Supply Chain Concept</p> <p>Timing and Frequency of Data Collection: Quarterly, collected and spot verified data submitted to AgBiz by the 10th of the selected month (January, April, July, October) following the end of reporting period</p> <p>Individual(s) Responsible: VC LFs' M&E designated person; at AgBiz: Private Sector Development Specialist and M&E Manager</p> <p>Data Filing: Location of the electronic files: L:\M&E\LEAD ACTORS DATA and location of the physical files: AgBiz Office</p>	
C. Plan for Data Analysis, Reporting, and Review	
<p>Data Analysis: Comparative analysis of selected Calendar Year compared to a Baseline Year; VC LFs assisted by AgBiz</p> <p>Presentation of Data: Data Tables included in the AgBiz FY'12 and FY'13 Second Quarter Reports</p> <p>Review of Data: Reviewed semi-annually; VC Lead Facilitators assisted by AgBiz PSDS and M&E Manager</p> <p>Reporting of Data: Calendar Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
D. Performance Data Table	
Baseline value: \$16,051,035 (Cumulative value of selected Lead Actors from both AgBiz supported Value Chains)	
Baseline Year: 2010	

Performance Indicator Reference Sheet: 2. Percent change in value of total sales	
Overall Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: N/A	
Indicator Title: Percent change in value of total sales	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	

Performance Indicator Reference Sheet:

2. Percent change in value of total sales

Definition: The increase (or decrease) in value (in US Dollars) of sales of targeted commodities to domestic market, all other countries in the region and international markets relative to a base year. The increase/decrease in total sales over the base line year, expressed as a percentage increase/decrease.

Increase = [(sales current year minus sales base line year)/sales baseline year] x 100

The LoP Increase = (Sum of percentage increase of 2011/2010 and 2012/2010)/2

Unit of Measure: Percent change in value of total sales from the baseline year

Type: Outcome

Disaggregated by: Domestic and Export (Regional and International) Sales; Value Chain

(Cumulative value of sales also includes the value of planting material sold to domestic market)

Rationale: The percentage sales growth to all markets indicates the extent to which AgBiz support to customers is enabling them to compete on cost, presentation and quality across all markets. It signifies comparative level of improving market penetration and the extent of the Program's contribution to increasing incomes to all participants in the selected value chains

B. Plan for Data Collection

Data Collection Method: VC LFs will track the percent change in value of total sales using a Quarterly Progress Report form

Data Source(s): Selected FF&V and PV Value Chain Lead Actors participating in the Integrated Supply Chain Concept

Timing and Frequency of Data Collection: Quarterly, collected and spot verified data submitted to AgBiz by the 10th of the selected month (January, April, July, October) following the end of reporting period

Individual(s) Responsible: VC LFs' M&E designated person; at AgBiz: PSDS and M&E Manager

Data Filing: Location of the electronic files: L:\M&E\LEAD ACTORS DATA and location of the physical files: AgBiz Office

C. Plan for Data Analysis, Reporting, and Review

Data Analysis: Comparative analysis of selected Calendar Year relative to a Baseline Year; VC LFs assisted by AgBiz

Presentation of Data: Data Tables will be included in the AgBiz FY'12 and FY'13 Second Quarter Reports

Review of Data: Reviewed semi-annually; VC Lead Facilitators assisted by AgBiz PSDS and M&E Manager

Reporting of Data: Calendar Annual Reports; Presentations and other tools as per AgBiz Communication Plan

D. Performance Data Table

Baseline value: \$33,257,142 (Cumulative value of selected Lead Actors from both AgBiz supported Value Chains, including the value of planting material sold to domestic market)

Baseline Year: 2010

Performance Indicator Reference Sheet:

1.1.1 Value of sales of targeted agricultural commodities as a result of USG assistance

Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains

Intermediate Result: 1.1 Increased domestic and export sales resulting from the activities of local partners

Indicator Title: Value of sales of targeted agricultural commodities as a result of USG assistance

Date Established: June, 2011

Date Last Reviewed: June, 2011

A. Description

Definition: The value of sales of targeted commodities to domestic market, all other countries in the region and international markets

Unit of Measure: US Dollars

Type: Outcome

Disaggregated by: Domestic and Export (Regional and International) Sales; Value Chain

(Cumulative value of sales also includes the value of planting material sold to domestic market)

Rationale: The increase in sales to domestic markets (including sales of planting materials) indicates that Lead Actors' products are becoming at least as attractive as imported ones, and that Macedonian agribusinesses can effectively compete on domestic markets. Serbia, Kosovo, Monte Negro, Croatia, Bosnia and Herzegovina and Albania are traditional regional markets for current exports, so these markets must be at least retained. The increase in sales to regional markets indicates that LA's products are becoming more competitive in regional markets, and that Macedonian agribusinesses can effectively compete in these markets. International markets (EU and third countries) are the main source of export growth for Macedonian agribusinesses. Increased sales to international markets indicate that Macedonian agribusinesses are able to successfully compete in terms of price, presentation and quality with international competitors. Increased agricultural trade is one of the end results of efficient markets and improving markets will contribute to increased productivity and sales

B. Plan for Data Collection

Data Collection Method: VC LFs will track the increase in value of total sales using a Quarterly Progress Report form

Data Source(s): Selected FF&V and PV Value Chain Lead Actors participating in the Integrated Supply Chain Concept

Performance Indicator Reference Sheet:	
1.1.1 Value of sales of targeted agricultural commodities as a result of USG assistance	
Timing and Frequency of Data Collection: Quarterly, collected and spot verified data submitted to AgBiz by the 10 th of the selected month (January, April, July, October) following the end of reporting period	
Individual(s) Responsible: VC LFs' M&E designated person; at AgBiz: PSDS and M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\LEAD ACTORS DATA and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Comparative analysis of selected Calendar Year compared to a Baseline Year; VC LFs assisted by AgBiz	
Presentation of Data: Data Tables will be included in the AgBiz FY'12 and FY'13 Second Quarter Reports	
Review of Data: Reviewed semi-annually; VC Lead Facilitators assisted by AgBiz PSDS and M&E Manager	
Reporting of Data: Calendar Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: \$33,257,142 (Cumulative value of selected Lead Actors from both AgBiz supported Value Chains, including the value of planting material sold to domestic market)	
Baseline Year: 2010	

Performance Indicator Reference Sheet:	
1.1.2 Volume of sales of targeted agricultural commodities as a result of USG assistance	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.1 Increased domestic and export sales resulting from the activities of local partners	
Indicator Title: Volume of sales of targeted agricultural commodities as a result of USG assistance	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
Definition: The volume of sales of targeted commodities to domestic market, all other countries in the region and international markets	
Unit of Measure: Volume (in Metric Tons)	
Type: Outcome	
Disaggregated by: Domestic and Export (Regional and International) Sales; Value Chain <i>(Cumulative volume of sales is also disaggregated by number of pieces of planting material sold to domestic market)</i>	
Rationale: The increase in volume of sales to domestic markets (including number of pieces of planting materials) indicates that Lead Actors' products are becoming at least as attractive as imported ones, and that Macedonian agribusinesses can effectively compete on domestic markets. Serbia, Kosovo, Monte Negro, Croatia, Bosnia and Herzegovina and Albania are traditional regional markets for current exports, so these markets must be at least retained. The increase in sales to regional markets indicates that LA's products are becoming more competitive in regional markets, and that Macedonian agribusinesses can effectively compete in these markets. International markets (EU and third countries) are the main source of export growth for Macedonian agribusinesses. Increased sales to international markets indicate that Macedonian agribusinesses are able to successfully compete in terms of price, presentation and quality with international competitors. Increased productivity of agricultural sector and commercialization is an important step towards increasing rural incomes.	
B. Plan for Data Collection	
Data Collection Method: VC LFs will track the increase in volume of total sales using a Quarterly Progress Report form	
Data Source(s): Selected FF&V and PV Value Chain Lead Actors participating in the Integrated Supply Chain Concept	
Timing and Frequency of Data Collection: Quarterly, collected and spot verified data submitted to AgBiz by the 10 th of the selected month (January, April, July, October) following the end of reporting period	
Individual(s) Responsible: VC LFs' M&E designated person; at AgBiz: PSDS and M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\LEAD ACTORS DATA and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Comparative analysis of selected Calendar Year compared to a Baseline Year; VC LFs assisted by AgBiz	
Presentation of Data: Data Tables will be included in the AgBiz FY'12 and FY'13 Second Quarter Reports	
Review of Data: Reviewed semi-annually; VC Lead Facilitators assisted by AgBiz PSDS and M&E Manager	
Reporting of Data: Calendar Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: 36,167 MT and 64,080 pieces of planting material	
Baseline Year: 2010	

Performance Indicator Reference Sheet:	
1.1.1.1 Number of new varieties and products from the supported VCs developed	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.1 Increased domestic and export sales resulting from the activities of local partners	
Indicator Title: Number of new varieties and products from the supported VCs developed	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
<p>Definition: Number of new varieties (sorts, types) and products (product line or design of a new brand, label or packaging). Developed means identified, introduced, produced, processed/packed, and marketed</p> <p>Unit of Measure: Number of varieties; products</p> <p>Type: Output (Activity Level Indicator)</p> <p>Disaggregated by: Value Chain</p> <p>Rationale: Identification, introduction, production, processing/packaging and marketing of new varieties and products will increase the diversification of fresh and processed products' range. By employing the potential for developing new varieties and products, VC participants will increase production and improve reliability of supply and quality, becoming more competitive on the market.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: VC LFs using selected Post Activity Evaluation Form</p> <p>Data Source(s): VCs participants participating in the Integrated Supply Chain Concept and AgBiz supported Activities</p> <p>Timing and Frequency of Data Collection: Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity</p> <p>Individual(s) Responsible: : VC LFs' M&E designated person; at AgBiz: PSDS and M&E Manager</p> <p>Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
C. Plan for Data Analysis, Reporting, and Review	
<p>Data Analysis: Simple counting of new varieties and products developed; VC LFs assisted by AgBiz</p> <p>Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p>Review of Data: Reviewed quarterly, summarized annually by VC Lead Facilitators and AgBiz</p> <p>Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when new varieties and products are developed	

Performance Indicator Reference Sheet:	
1.1.1.2 Number of new exporters and new participants in the supported value chains	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.1 Increased domestic and export sales resulting from the activities of local partners	
Indicator Title: Number of new exporters and new participants in the supported value chains	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
<p>Definition: Number of value chain participants that obtained sales contracts in new and existing markets, any new outlets VC products enter or producers became new suppliers to aggregators and exporters</p> <p>Unit of Measure: Number of exporters; participants</p> <p>Type: Output (Activity Level Indicator)</p> <p>Disaggregated by: Value Chain</p> <p>Rationale: The Integrated Supply Chain concept and implemented Activities will be inclusive and broad-based with positive results at all levels of the chain, from producers at the bottom, processors/aggregators in the middle, to exporters at the top that will be assisted to obtain new contracts in new and existing markets. This demonstrates both growth of the VC and confidence in the VC by participants. Expanded participation in a given value chain will contribute to increased market presence and will increase incomes of all participants</p>	
B. Plan for Data Collection	
<p>Data Collection Method: VC LFs using a Quarterly Progress Report form and selected Post Activity Evaluation Form</p> <p>Data Source(s): VCs participants participating in the Integrated Supply Chain Concept and AgBiz supported Activities</p>	

Performance Indicator Reference Sheet:	
1.1.1.2 Number of new exporters and new participants in the supported value chains	
Timing and Frequency of Data Collection: Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity; and 2) Quarterly, obtained from LAs collected and spot verified data submitted to AgBiz by the 10 th of the selected month (January, April, July, October) following the end of reporting period	
Individual(s) Responsible: VC LFs' M&E designated person; at AgBiz: PSDS and M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\LEAD ACTORS DATA and L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Comparative analysis of selected Calendar Year compared to a Baseline Year; VC LFs assisted by AgBiz	
Presentation of Data: Data Tables will be included in the AgBiz FY'12 and FY'13 Second Quarter Reports	
Review of Data: Reviewed semi-annually; VC Lead Facilitators assisted by AgBiz PSDS and M&E Manager	
Reporting of Data: Calendar Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when new value chain participant obtain sales contracts in new and existing markets or producer become new supplier to aggregator	

Performance Indicator Reference Sheet:	
1.1.1.3 Number of export capacity enhancement activities for Invest Macedonia	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.1 Increased domestic and export sales resulting from the activities of local partners	
Indicator Title: Number of export capacity enhancement activities for Invest Macedonia	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
Definition: Number of export capacity enhancement activities that Invest Macedonia staff participated in, including trade fairs, targeted B2B meetings with potential buyers and investigations of market opportunities for entering new or expanding current markets	
Unit of Measure: Number of activities	
Type: Output (Custom Indicator)	
Disaggregated by: None	
Rationale: In order to increase the global market presence of Macedonia exporters and their products in foreign markets, AgBiz will increase the knowledge and capacity of Invest Macedonia trade promoters related to selected value chains.	
B. Plan for Data Collection	
Data Collection Method: VC LFs using selected Post Activity Evaluation Form	
Data Source(s): VC LFs implementing export capacity enhancement activities	
Timing and Frequency of Data Collection: Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity	
Individual(s) Responsible: : VC LFs' M&E designated person; at AgBiz: DCoP Private Sector Liaison and Access to Finance; PSDS and M&E Managers	
Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Simple count of total export capacity enhancement activities implemented by AgBiz/LFs; LFs assisted by AgBiz	
Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports	
Review of Data: Reviewed quarterly, summarized annually by VC LFs and AgBiz	
Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when Invest Macedonia staff participate in export capacity enhancement activity	
F. Other Notes	
The planned support to Invest Macedonia to build the capacity for their employees to support export promotion depends on the recent developments related to the restructuring of the agency and potential selection of agriculture as their priority. The Program will continue to closely coordinate with Invest Macedonia and as soon as this is clarified and commitment to cooperate confirmed, AgBiz will include IM in its VC activities regarding Export Promotion and, in coordination with IDEAS, will develop suitable capacity building activities for the IM staff	

Performance Indicator Reference Sheet: 1.2.1 Number of firms receiving USG supported assistance to improve their management practices	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.2 Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners	
Indicator Title: Number of firms receiving USG supported assistance to improve their management practices	
Date Established: June, 2011	Date Last Reviewed: November, 2011
A. Description	
<p>Definition: Number of firms that receive assistance to improve their management practices (financial management, strategic planning, marketing, etc.). Firms include: Producer organizations, associations of farmers, input suppliers, processors. Assistance includes training and technical assistance. A firm receiving more than one time assistance to improve its management practices is counted as many times as the firm receives assistance and/or firm representatives attend different training.</p> <p>Unit of Measure: Number of firms</p> <p>Type: Outcome</p> <p>Disaggregated by: Value Chain/Gender of firm owner</p> <p>Rationale: Firms improve their productivity, and in turn their competitiveness, by adopting improved management practices.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: LFs using a selected Post Activity Evaluation Form</p> <p>Data Source(s): VC participants participating in the Integrated Supply Chain Concept and AgBiz supported Activities</p> <p>Timing and Frequency of Data Collection: Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity</p> <p>Individual(s) Responsible: : LFs' M&E designated person; at AgBiz: DCoP Private Sector Liaison and Access to Finance; PSDS and M&E Manager</p> <p>Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
C. Plan for Data Analysis, Reporting, and Review	
<p>Data Analysis: Simple count of firms receiving support to improve their management practices; LFs assisted by AgBiz</p> <p>Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p>Review of Data: Reviewed quarterly, summarized annually by LFs and AgBiz</p> <p>Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when firm receive assistance to improve its management practices	
E. Other Notes	
Due to Agency's updated M&E policy and in concurrence with USAID' M&E Specialist and AgBiz COTR, this Standard Indicator was archived and replaced with the indicator " Number of private sector firms that have improved management practices as a result of USG assistance "	

Performance Indicator Reference Sheet:	
1.2.1 Number of private sector firms that have improved management practices as a result of USG assistance	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.2 Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners	
Indicator Title: Number of private sector firms that have improved management practices as a result of USG assistance	
Date Established: November, 2011	Date Last Reviewed: November, 2011
A. Description	
<p>Definition: This indicator measures the number of firms receiving USG assistance that improved their management practices (financial management, strategic planning, marketing, or sales) the past year. Private sector firms include: AgBiz supported FF&V and PV Lead Actors, including participants in their Integrated Supply Chain concept (producers/farmers¹, input suppliers, traders, etc. with whom LAs make formal contracts), AgBiz subcontracted Lead Facilitators and firms facilitated in accessing to sources of financing</p> <p>Unit of Measure: Number of private sector firms</p> <p>Type: Outcome</p> <p>Disaggregated by: Value Chain</p> <p>Rationale: Firms improve their productivity, and in turn their competitiveness, by adopting improved management practices.</p>	
B. Plan for Data Collection	
<p>Data Collection Method: VC LFs using a Quarterly Progress Report Form and Access to Finance LF using selected Post Activity Evaluation Form</p> <p>Data Source(s): VC participants participating in the Integrated Supply Chain Concept and AgBiz supported Activities</p> <p>Timing and Frequency of Data Collection: Quarterly, collected and spot verified data submitted to AgBiz by the 10th of the selected month (January, April, July, October) following the end of reporting period</p> <p>Individual(s) Responsible: : LFs' M&E designated person; at AgBiz: DCoP Private Sector Liaison and Access to Finance; PSDS and M&E Manager</p> <p>Data Filing: Location of the electronic files: L:\M&E\LEAD ACTORS DATA and L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
C. Plan for Data Analysis, Reporting, and Review	
<p>Data Analysis: Simple count of firms that have improved management practices; LFs assisted by AgBiz</p> <p>Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p>Review of Data: Reviewed quarterly, summarized annually by LFs and AgBiz</p> <p>Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when private sector firm improve management practices as a result of USG assistance	
E. Other Notes	
In November, due to Agency's updated monitoring and evaluation policy this Standard Indicator was introduced and selected to be for USAID/Macedonia reporting purposes through annual Operational Plans and Performance Reports under Program Element 4.6.2 Private Sector Productive Capacity and targets were set accordingly. In addition, this Indicator kept the number 1.2.1 of AgBiz PMP Indicators' list of the replaced Indicator "Number of firms receiving USG supported assistance to improve their management practices"	

Performance Indicator Reference Sheet:	
1.2.2 Number of new technologies or management practices introduced	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.2 Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners	
Performance Indicator: Number of new technologies or management practices introduced	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	

¹ The definition of a microenterprise has been revised effective January 2008. The new definition as per USAID's Automated Directives System (ADS) 219 on Microenterprise Development is as follows: "A very small enterprise owned and operated by poor people, usually in the informal sector. For USAID program purposes, the term is restricted to enterprises with 10 or fewer workers, including the micro entrepreneur and any unpaid family workers. Crop production activities, previously excluded from the scope of the definition, are now included as long as they otherwise qualify on the basis of enterprise size and the economic status of the owner-operator and employees."

Performance Indicator Reference Sheet:	
1.2.2 Number of new technologies or management practices introduced	
Definition: Number of technologies or management practices introduced. Technologies to be counted here are agriculture-related technologies and innovations stretching from input supply and production through marketing and processing to domestic consumption and exports. Farm level: New varieties, cultivation techniques and technologies, or farming. At the aggregator and processing levels: improved sorting and grading, improved warehouse management or cold storage, more efficient technologies, and at the sales level: improved packaging and branding. Any training, consulting or capacity building conducted by AgBiz	
Unit of Measure: Number of technologies; practices	
Type: Outcome	
Disaggregated by: Value Chain	
Rationale: This indicator tracks research, management and technology investment and progress toward dissemination	
B. Plan for Data Collection	
Data Collection Method: LFs using selected Post Activity Evaluation Form	
Data Source(s): VC participants participating in the Integrated Supply Chain Concept and AgBiz supported Activities	
Timing and Frequency of Data Collection: Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity	
Individual(s) Responsible: : LFs' M&E designated person; at AgBiz: PSDS, DCoP and M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Simple count of technologies of management practices introduced; LFs assisted by AgBiz	
Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports	
Review of Data: Reviewed quarterly, summarized annually by VC Lead Facilitators and AgBiz	
Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when new technology or management practice are introduced	

Performance Indicator Reference Sheet:	
1.2.1.1 Number of formal delivery contracts made by supported VC participants	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.2 Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners	
Indicator Title: Number of formal delivery contracts made by supported VC participants	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
Definition: Number of contracts made, including inputs or services provided between the raw materials buyers and suppliers (may include buyer provision of planting materials, crop protection or fertilizer, and technical advice such as harvest timing and post-harvest handling best practices to a grower from whom they will purchase raw materials)	
Unit of Measure: Number of contracts	
Type: Output (Activity Level Indicator)	
Disaggregated by: Value Chain	
Rationale: AgBiz targets assistance to the weakest links of targeted value chains by strengthening vertical and horizontal linkages within assisted value chains. This indicator demonstrates emerging stability of the value chain, especially at the production level. Value chains are made up of both transactions and relationships and Delivery Contracts reinforce both, improving the competitiveness and productivity of selected value chains	
B. Plan for Data Collection	
Data Collection Method: VC LFs will track the number of delivery contracts made using a Quarterly Progress Report form	
Data Source(s): Selected FF&V and PV Value Chain Lead Actors participating in the Integrated Supply Chain Concept	
Timing and Frequency of Data Collection: Quarterly, collected and spot verified data submitted to AgBiz by the 10 th of the selected month (January, April, July, October) following the end of reporting period	
Individual(s) Responsible: Value Chain Lead Facilitators' M&E designated person; at AgBiz: PSDS and M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\LEAD ACTORS DATA and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Comparative analysis of selected Calendar Year compared to a Baseline Year; VC LFs assisted by AgBiz	
Presentation of Data: Data Tables will be included in the AgBiz FY'12 and FY'13 Second Quarter Reports	

Performance Indicator Reference Sheet: 1.2.1.1 Number of formal delivery contracts made by supported VC participants	
Review of Data: Reviewed semi-annually; VC Lead Facilitators assisted by AgBiz PSDS and M&E Manager	
Reporting of Data: Calendar Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: 738	
Baseline Year: 2010	

Performance Indicator Reference Sheet: 1.2.1.2 Number of individuals who have received USG supported short-term agricultural training	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.2 Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners	
Indicator Title: Number of individuals who have received USG supported short-term agricultural training	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
<p>Definition: The number of people to whom significant knowledge or skills have been imparted through formal or informal means. In-country and off-shore training is included. Knowledge or skills gained through technical assistance activities is included. Individuals attending more than one training are counted as many times as they attend training</p> <p><i>* Given that AgBiz will be also facilitating access to financial resources for the agricultural sector, this Indicator will include individuals that will gain knowledge and technical assistance in best financial practices, advice on bank lending requirements and procedures to obtain bank loans</i></p> <p>Unit of Measure: Number of people</p> <p>Type: Output (Activity Level Indicator)</p> <p>Disaggregated by: Gender; Value Chain</p> <p>Rationale: This indicator measures enhanced human capacity which is key to transformational development</p>	
B. Plan for Data Collection	
<p>Data Collection Method: LFs using a selected Post Activity Evaluation Form</p> <p>Data Source(s): VC participants participating in the Integrated Supply Chain Concept and AgBiz supported Activities</p> <p>Timing and Frequency of Data Collection: Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity</p> <p>Individual(s) Responsible: : LFs' M&E designated person; at AgBiz: PSDS, DCoP and M&E Manager</p> <p>Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office</p>	
C. Plan for Data Analysis, Reporting, and Review	
<p>Data Analysis: Simple count of individuals to whom significant knowledge or skills have been imparted; LFs assisted by AgBiz</p> <p>Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports</p> <p>Review of Data: Reviewed quarterly, summarized annually by VC Lead Facilitators and AgBiz</p> <p>Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan</p>	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when individual receives training	

Performance Indicator Reference Sheet: 1.2.1.3 Number of capacity-building service providers receiving USG assistance	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.2 Improved competitiveness and productivity of targeted value chain participants resulting from the activities of local partners	
Indicator Title: Number of capacity-building service providers receiving USG assistance	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
<p>Definition: Capacity building service providers are those organizations which provide market analysis, market development, and other trade-related business development services to firms. Capacity built of LF/BSPs by providing assistance for initiating, implementing, monitoring, budgeting, compliance and overall VC work management. Assistance may include mentoring, training, or other assistance provided by AgBiz</p> <p>Unit of Measure: Number of service providers</p> <p>Type: Output (Activity Level Indicator)</p>	

Performance Indicator Reference Sheet:	
1.2.1.3 Number of capacity-building service providers receiving USG assistance	
Disaggregated by: None	
Rationale: A healthy trade and investment climate requires firms to be able to obtain and use market and trade-related information to increase their productivity. This indicator measures the presence of organizations that can provide such information, analysis and accompanying assistance. AgBiz builds the capacity of local BSPs by using them to implement value chain upgrading activities and/or entire project components.	
B. Plan for Data Collection	
Data Collection Method: LFs using a selected Post Activity Evaluation Form	
Data Source(s): All capacity-building service providers participating in AgBiz supported Activities	
Timing and Frequency of Data Collection: Upon completion of an Activity, selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity	
Individual(s) Responsible: : LFs' M&E designated person; at AgBiz: PSDS, DCoP an M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Simple count; LFs assisted by AgBiz	
Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports	
Review of Data: Reviewed quarterly, summarized annually by VC Lead Facilitators and AgBiz	
Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when capacity-building service provider receives assistance	

Performance Indicator Reference Sheet:	
1.3.1 Number of policy reforms/regulations/administrative procedures drafted and presented for public/stakeholder consultation as a result of USG assistance	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners	
Indicator Title: Number of policy reforms/regulations/administrative procedures drafted and presented for public/stakeholder consultation as a result of USG assistance	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
Definition: Number of agricultural enabling environment policies/regulations/administrative procedures in the areas of agricultural resource, food, market standards & regulation, and public investment that underwent the second stage of the policy reform process (public debate and/or consultation with stakeholders on the proposed new or revised policy/regulation/administrative procedure)	
Unit of Measure: number of policies/regulations/administrative procedures presented for public consultation	
Type: Outcome	
Disaggregated by: None	
Rationale: The indicator measures the number of policies/regulations/administrative procedures at the second stage of progress towards an enhanced enabling environment for agriculture and its specific policy sectors	
B. Plan for Data Collection	
Data Collection Method: AgBiz Post Activity Evaluation Form	
Data Source(s): LFs and/or GoM's any ministry, office or parastatal/Implementing partners	
Timing and Frequency of Data Collection: Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity	
Individual(s) Responsible: DCoP Private Sector Liaison and Access to Finance Manager and M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Simple count of agricultural enabling environment policies/regulations/administrative procedures	
Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports	
Review of Data: Reviewed quarterly, summarized annually by VC Lead Facilitators and AgBiz	
Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	

Performance Indicator Reference Sheet:	
1.3.1 Number of policy reforms/regulations/administrative procedures drafted and presented for public/stakeholder consultation as a result of USG assistance	
Baseline value: The baseline is “0”; benefits accrue only when a policy/regulation/administrative procedure is presented for public consultation	

Performance Indicator Reference Sheet:	
1.3.1.a Number of Policy and Institutional Reform Need Identified	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners	
Indicator Title: Number of Policy and Institutional Reform Need (PIRN) Identified	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
Definition: Policy and Institutional Reform Needs that obstruct the competitive development of the VCs identified by all private sector representatives	
Unit of Measure: Number of PIRNs identified	
Type: Output (Custom Indicator)	
Disaggregated by: None	
Rationale: PIRNs identified will be further prioritized; analyzed and solutions for improvement to the relevant institutions or policy makers will be recommended, thus reducing constraints to the growth of the agriculture sector	
B. Plan for Data Collection	
Data Collection Method: LFs using a PIRN identification form submitted to AgBiz DCoP Private Sector Liaison and Access to Finance Manager for further analyses and prioritization	
Data Source(s): VC and non-VC Lead Facilitators who will be in ongoing contact with the VC participants from all levels	
Timing and Frequency of Data Collection: Quarterly, summarized annually	
Individual(s) Responsible: DCoP Private Sector Liaison and Access to Finance Manager and M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Simple count of PIRNs identified; DCoP Private Sector Liaison and Access to Finance Manager	
Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports	
Review of Data: Reviewed quarterly, summarized annually by AgBiz	
Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: The baseline is “0”; benefits accrue only when a PIRN is identified	

Performance Indicator Reference Sheet:	
1.3.1.1 Number of strategies, plans and assessments for enhancing the competitiveness of the AgBiz-supported value chains developed	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners	
Indicator Title: Number of strategies, plans and assessments for enhancing the competitiveness of the AgBiz-supported value chains developed	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
Definition: Number of analysis and specific investment strategies being developed (for example, plans for accelerating the EU approximation process, revision of the Rural Development Program, development of supportive measures for LEADER, support in preparation of secondary legislation, etc.) thus creating firm legal ground for enhancing the competitiveness of the AgBiz-supported value chains	
Unit of Measure: Number of strategies, plans and assessments	
Type: Output (Activity Level Indicator)	
Disaggregated by: None	
Rationale: MAFWE's Minister's cabinet and relevant departments will increase their technical capacity and achieve strategic and long-term results by creating firm legal ground for enhancing the competitiveness of the AgBiz-supported value chains	

Performance Indicator Reference Sheet:	
1.3.1.1 Number of strategies, plans and assessments for enhancing the competitiveness of the AgBiz-supported value chains developed	
B. Plan for Data Collection	
Data Collection Method: AgBiz DCoP Private Sector Liaison and Access to Finance Manager using a selected Post Activity Evaluation Form	
Data Source(s): MAFWE's Minister's cabinet	
Timing and Frequency of Data Collection: Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity	
Individual(s) Responsible: : DCoP Private Sector Liaison and Access to Finance Manager and M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Simple count by DCoP Private Sector Liaison and Access to Finance Manager	
Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports	
Review of Data: Reviewed quarterly, summarized annually by AgBiz	
Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when a strategy, plan and assessment is developed	

Performance Indicator Reference Sheet:	
1.3.1.2 Number of Sector Export Promotion Strategies developed	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners	
Indicator Title: Number of Sector Export Promotion Strategies developed	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
Definition: Number of Export promotion strategies developed for targeted VCs in cooperation with Invest Macedonia and Program partners	
Unit of Measure: Number of Sector Export Promotion Strategies	
Type: Output (Custom Indicator)	
Disaggregated by: None	
Rationale: The Export Marketing Plans for both VCs will enable a more coordinated approach to export promotion and will enhance the capacity of Invest Macedonia to facilitate and gradually take over the managing of Export promotion	
B. Plan for Data Collection	
Data Collection Method: LF using a selected Post Activity Evaluation Form	
Data Source(s): PV and FF&V VCs stakeholders, Invest Macedonia, Government bodies and other relevant entities	
Timing and Frequency of Data Collection: Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity	
Individual(s) Responsible: DCoP Private Sector Liaison and Access to Finance Manager and M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Simple count; DCoP Private Sector Liaison and Access to Finance Manager	
Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports	
Review of Data: Reviewed quarterly, summarized annually by AgBiz	
Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when a SEMP is developed	
F. Other Notes	

**Performance Indicator Reference Sheet:
1.3.1.2 Number of Sector Export Promotion Strategies developed**

The selection of LF and launch of this component was delayed due to the current situation in the Agency Invest Macedonia. After reviewing the development of structural changes in the Agency Invest Macedonia i.e. change of the management, delayed restructuring and employment, and considering the fact that for this component a significant involvement of relevant IM staff is needed, USAID recommended that the initiative be put on hold until further discussion with new IM management and confirmation of their commitment to future cooperation.

**Performance Indicator Reference Sheet:
1.3.1.3 Number of advocacy capacity building activities implemented**

Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains

Intermediate Result: 1.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners

Indicator Title: Number of advocacy capacity building activities implemented

Date Established: June, 2011

Date Last Reviewed: June, 2011

A. Description

Definition: This indicator measures the number of activities that will be implemented aiming to develop the capacity of local partners to advocate for reforms including government policies, regulations, and laws

Unit of Measure: Number of activities

Type: Output (Custom Indicator)

Disaggregated by: None

Rationale: Increased organizational and advocacy capacity of private sector associations, and effective methodology for efficient and effective public private dialogue developed will create successful policy and institutional reform initiatives and measures that will reduce constraints to the growth of the agriculture sector

B. Plan for Data Collection

Data Collection Method: LF using a selected Post Activity Evaluation Form

Data Source(s): Post Activity Evaluation Form and Activity Results Report

Timing and Frequency of Data Collection: Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity; and Activity Results Report submitted within seven days

Individual(s) Responsible: LF designated M&E person, DCoP Private Sector Liaison and Access to Finance Manager and M&E Manager

Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office

C. Plan for Data Analysis, Reporting, and Review

Data Analysis: Simple count of Activities implemented; by Lead Facilitator

Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports

Review of Data: Reviewed quarterly, summarized annually by AgBiz

Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan

D. Performance Data Table

Baseline value: The baseline is "0"; benefits accrue only when an activity is being implemented

**Performance Indicator Reference Sheet:
1.3.1.4 Number of VC entities who have received advocacy capacity building training**

Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains

Intermediate Result: 1.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners

Indicator Title: Number of VC entities who have received advocacy capacity building training

Date Established: June, 2011

Date Last Reviewed: June, 2011

A. Description

Definition: Number of entities to whom capacity to advocate for policy and institutional reform has been developed through formal means. Entities means VC participants, umbrella associations, trade and producers organizations and relevant GoM bodies

Unit of Measure: Number of entities

Type: Output (Custom Indicator)

Performance Indicator Reference Sheet: 1.3.1.4 Number of VC entities who have received advocacy capacity building training	
Disaggregated by: None	
Rationale: Increased organizational and advocacy capacity of private sector associations, and effective methodology for efficient and effective public private dialogue developed will create successful policy and institutional reform initiatives and measures that will reduce constraints to the growth of the agriculture sector	
B. Plan for Data Collection	
Data Collection Method: LF using a selected Post Activity Evaluation Form	
Data Source(s): Post Activity Evaluation Form integrating data obtained from the List of Participants Form and Participant Evaluation Form and Activity Results Report	
Timing and Frequency of Data Collection: Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity; and Activity Results Report submitted within seven days	
Individual(s) Responsible: LF designated M&E person, DCoP Private Sector Liaison and Access to Finance Manager and M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Simple count of VC entities; LF assisted by AgBiz	
Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports	
Review of Data: Reviewed quarterly, summarized annually by AgBiz	
Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when an entity received advocacy capacity building training	

Performance Indicator Reference Sheet: 1.3.1.5 Number of individuals who have received advocacy capacity building training	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.3 Strengthened Strategic Planning and Policy Making of GoM and Private Sector Partners	
Indicator Title: Number of individuals who have received advocacy capacity building training	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
Definition: Number of individuals participating in learning activities and/or trainings intended for teaching or imparting knowledge to advocate for reforms in the business environment	
Unit of Measure: Number of individuals	
Type: Output (Custom Indicator)	
Disaggregated by: Gender	
Rationale: Increased organizational and advocacy capacity of representatives from GoM and private sector associations, and effective methodology for efficient and effective public private dialogue developed will create successful policy and institutional reform initiatives and measures that will reduce constraints to the growth of the agriculture sector	
B. Plan for Data Collection	
Data Collection Method: LF using a selected Post Activity Evaluation Form	
Data Source(s): Post Activity Evaluation Form integrating data obtained from the List of Participants Form and Participant Evaluation Form and Activity Results Report	
Timing and Frequency of Data Collection: Upon completion of an Activity; selected Post Activity Evaluation Form filled out and submitted to AgBiz within three working days after actual end date of the Activity; and Activity Results Report submitted within seven days	
Individual(s) Responsible: LF designated M&E person, DCoP Private Sector Liaison and Access to Finance Manager and M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Simple count of individuals; LF assisted by AgBiz	
Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports	
Review of Data: Reviewed quarterly, summarized annually by AgBiz	
Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan	

Performance Indicator Reference Sheet: 1.3.1.5 Number of individuals who have received advocacy capacity building training	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when an individual has received advocacy capacity building training	

Performance Indicator Reference Sheet: 1.4.1 Value of loans facilitated from non-DCA and DCA-supported finance institutions	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.4 Increased Access to Finance In the Agriculture Sector Resulting from the Activities of Private Sector Partners	
Indicator Title: Value of loans facilitated from non-DCA and DCA-supported finance institutions	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
Definition: Value of financing received by the VC participants through non-DCA and DCA-supported finance institutions Unit of Measure: US Dollars Type: Outcome Disaggregated by: Non-DCA and DCA supported finance institutions Rationale: Increased use of loans by value chain actors from a variety of sources (e.g. USAID Development Credit Authority (DCA) banks, IPARD, etc.) will increase access to finance in the agriculture sector	
B. Plan for Data Collection	
Data Collection Method: Access to Finance LF using an Access to Finance Facilitated Form Data Source(s): Interviews with VC participants and the financial institutions they applied to Timing and Frequency of Data Collection: Quarterly, summarized annually Individual(s) Responsible: : Access to Finance LF's M&E designated person; at AgBiz: DCoP Private Sector Liaison and Access to Finance Manager and M&E Manager Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Simple count of value of loans facilitated; Access to Finance LF assisted by AgBiz Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports Review of Data: Reviewed quarterly, summarized annually by Access to Finance Lead Facilitator and AgBiz Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when access to certain value of loan is facilitated	

Performance Indicator Reference Sheet: 1.4.1.1 Number of SMEs receiving USG assistance to access bank loans or private equity	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.4 Increased Access to Finance In the Agriculture Sector Resulting from the Activities of Private Sector Partners	
Indicator Title: Number of SMEs receiving USG assistance to access bank loans or private equity	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
Definition: Number of enterprises (including farmers) that received USG assistance (through Lead Facilitators) to access to sources of financing. USG assistance may include partial loan guarantee programs or any support facilitation the receipt of a loan or other equity. A bank is any registered financial institution including micro-finance institutions/banks, commercial banks, and any other financial institution that makes loans Unit of Measure: Number of SMEs/Farmers Type: Output (Activity Level Indicator) Disaggregated by: Value Chain Rationale: Firms improve their productivity, and in turn their competitiveness, by accessing capital and increasing investment in productive assets	
B. Plan for Data Collection	
Data Collection Method: Access to Finance LF using an Access to Finance Facilitated Form Data Source(s): Interviews with VC participants and the financial institutions they applied to Timing and Frequency of Data Collection: Quarterly, summarized annually	

Performance Indicator Reference Sheet:	
1.4.1.1 Number of SMEs receiving USG assistance to access bank loans or private equity	
Individual(s) Responsible: : Access to Finance LF's M&E designated person; at AgBiz: DCoP Private Sector Liaison and Access to Finance Manager and M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Simple count of SMEs assisted; Access to Finance LF assisted by AgBiz	
Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports	
Review of Data: Reviewed quarterly, summarized annually by Access to Finance Lead Facilitator and AgBiz	
Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: The baseline is "0"; benefits accrue only when SME/farmer receive assistance to access to bank loan or private equity	

Performance Indicator Reference Sheet:	
1.4.1.2 Value of customer financing need identified	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.4 Increased Access to Finance In the Agriculture Sector Resulting from the Activities of Private Sector Partners	
Indicator Title: Value of customer financing need identified	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	
Definition: Value of potential loans and other sources of financing identified by LF/AgBiz for customers from banks, micro-finance institutions, leasing agencies and other sources of credit (introductions, assistance in business plans and loan applications, etc.).	
Unit of Measure: US Dollars	
Type: Output (Custom Level Indicator)	
Disaggregated by: Value Chain	
Rationale: Value Chain participants improve their productivity, and in turn their competitiveness, by accessing capital and increasing investment in productive assets	
B. Plan for Data Collection	
Data Collection Method: VC LFs using Quarterly Progress Report and selected Post Activity Evaluation Form	
Data Source(s): Quarterly Progress Report (for LAs) and selected Post Activity Evaluation Form (for all VC participants)	
Timing and Frequency of Data Collection: Quarterly, summarized annually	
Individual(s) Responsible: VC LFs' M&E designated person; at AgBiz: PSDS and M&E Manager	
Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office	
C. Plan for Data Analysis, Reporting, and Review	
Data Analysis: Simple count of value of customer financing need; VC LFs assisted by AgBiz	
Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports	
Review of Data: Reviewed quarterly, summarized annually by Access to Finance Lead Facilitator and AgBiz	
Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan	
D. Performance Data Table	
Baseline value: The baseline is "0", benefits accrue only when value of customer financing need is identified	

Performance Indicator Reference Sheet:	
1.4.1.3 Value of value chain participants investment stimulated	
Strategic Objective: Increased incomes for all types of participants in selected agricultural value chains	
Intermediate Result: 1.4 Increased Access to Finance In the Agriculture Sector Resulting from the Activities of Private Sector Partners	
Indicator Title: Value of value chain participants investment stimulated	
Date Established: June, 2011	Date Last Reviewed: June, 2011
A. Description	

**Performance Indicator Reference Sheet:
I.4.1.3 Value of value chain participants investment stimulated**

Definition: Investments made by different participants (may include cash and material advances down to farmers) at the ISC Package level (assuming smallholders may not have cash to contribute until they have increased their incomes). Also, investment made by LAs for upgrading equipment, marketing, market assessments / strategies or any other investment related to increasing competitiveness, production and sales and cost-share in AgBiz supported activities

Unit of Measure: US Dollars invested by VC participants

Type: Output (Custom Level Indicator)

Disaggregated by: Value Chain

Rationale: Value Chain participants improve their productivity and sales, and in turn their competitiveness, by increasing investment in productive assets, improved technologies and management practices

B. Plan for Data Collection

Data Collection Method: All LFs using Quarterly Progress Report and selected Post Activity Evaluation Form

Data Source(s): Quarterly Progress Report (for LAs) and selected Activity Post Evaluation Form (for all VC participants)

Timing and Frequency of Data Collection: Quarterly, summarized annually

Individual(s) Responsible: VC LFs' M&E designated person; at AgBiz: PSDS and M&E Manager

Data Filing: Location of the electronic files: L:\M&E\ACTIVITIES POST EVALUATION FORMS and location of the physical files: AgBiz Office

C. Plan for Data Analysis, Reporting, and Review

Data Analysis: Simple count of value of investment stimulated; LFs assisted by AgBiz

Presentation of Data: Data Tables will be included in the AgBiz Quarterly/Annual Reports

Review of Data: Reviewed quarterly, summarized annually by AgBiz

Reporting of Data: AgBiz Quarterly/Annual Reports; Presentations and other tools as per AgBiz Communication Plan

D. Performance Data Table

Baseline value: The baseline is "0", benefits accrue only when VC participant invest in productive assets or/and in AgBiz supported activities

4.0 INDICATOR TARGETS

Table 4 below presents the cumulative anticipated both output and standard result-oriented indicator achievements to be reached in CY'11, FY'12, CY'12, in the remaining FY'13 (October, 2012 – March, 2013) portion of the project and for the LoP.

The first column presents the baseline data for the standard result-oriented Indicators (that will be reported on a Calendar Year basis) collected from the both VCs' Lead Actors achieved in CY'10. It also presents the baseline (which is "0") for the output Indicators to be reported on a quarterly basis that will provide USAID with quantitative and qualitative data on the results of implemented Activities.

The following columns present the anticipated results to be achieved till the end of CY '11 and CY'12 (December, 31), as well as the results to be achieved in FY '12 and in the remaining portion of the project to be carried out in FY'13 (October, 2012 – March, 2013). The column entitled "LoP" presents cumulative LoP Indicator Targets (for the output Indicators), while for the standard result-oriented the presented anticipated results are increased values that will be achieved by the end of LoP. The last column presents the period and frequency of reporting (Calendar Annual or Fiscal Quarterly).

TABLE 4. CY'11, FY'12/CY'12, FY'13 AND LOP TARGETS

	Performance Indicator	BASELINE CY'10 (Jan 1-Dec 31, 2010)	CY'11 (Jan 1-Dec 31, 2011)	FY'12 (Oct 1, 2011-Sept 30, 2012)	CY'12 (Jan 1-Dec 31, 2012)	FY'13 (Oct 1, 2012-Mar 30, 2013)	LoP	Period of Reporting
Overall Objective: Increased incomes for all types of participants in selected agricultural value chains								
Indicator Number	Indicator Title							
Indicator 1.	Value of incremental sales (collected at farm- level) attributed to USG assistance (in US Dollar)	\$ 16,051,035	\$ 1,160,518	N/A	\$ 1,988,489	N/A	\$3,149,007	CA
Indicator 2.	Percent change in value of total sales of targeted agricultural commodities	N/A	7%	N/A	17%	N/A	12%	CA
IR 1.1								
Indicator 1.1.1	Value of sales of targeted agricultural commodities as a result of USG assistance (in US Dollar)	\$ 33,257,142	\$ 35,643,217	N/A	\$ 39,057,347	N/A	\$5,800,205	CA
<i>Indicator 1.1.1 a</i>	<i>Value of sales to domestic market</i>	<i>\$ 8,690,182</i>	<i>\$ 8,916,931</i>	<i>N/A</i>	<i>\$ 9,893,535</i>	<i>N/A</i>	<i>\$ 1,203,353</i>	<i>CA</i>
<i>Indicator 1.1.1 b</i>	<i>Value of sales to the regional market</i>	<i>\$ 11,933,675</i>	<i>\$ 13,257,742</i>	<i>N/A</i>	<i>\$ 14,004,983</i>	<i>N/A</i>	<i>\$ 2,071,308</i>	<i>CA</i>
<i>Indicator 1.1.1 c</i>	<i>Value of sales to international market</i>	<i>\$ 12,493,732</i>	<i>\$ 13,287,016</i>	<i>N/A</i>	<i>\$ 14,925,050</i>	<i>N/A</i>	<i>\$ 2,431,318</i>	<i>CA</i>
<i>Indicator 1.1.1 d</i>	<i>Value of sales to domestic market(planting material)</i>	<i>\$ 139,553</i>	<i>\$ 181,528</i>	<i>N/A</i>	<i>\$ 233,778</i>	<i>N/A</i>	<i>\$ 94,225</i>	<i>CA</i>
Indicator 1.1.2	Volume of sales of targeted agricultural commodities as a result of USG assistance (in MT)	36,167	39,717	N/A	44,580	N/A	8,413	CA
<i>Indicator 1.1.2 a</i>	<i>Volume of sales to domestic market (in MT)</i>	<i>11,230</i>	<i>12,084</i>	<i>N/A</i>	<i>13,580</i>	<i>N/A</i>	<i>2,350</i>	<i>CA</i>
<i>Indicator 1.1.2 b</i>	<i>Volume of sales to the regional market (in MT)</i>	<i>13,110</i>	<i>14,408</i>	<i>N/A</i>	<i>15,950</i>	<i>N/A</i>	<i>2,840</i>	<i>CA</i>
<i>Indicator 1.1.2 c</i>	<i>Volume of sales to international market (in MT)</i>	<i>11,827</i>	<i>13,225</i>	<i>N/A</i>	<i>15,050</i>	<i>N/A</i>	<i>3,223</i>	<i>CA</i>
Output Level Indicators								
Indicator 1.1.1.1	Number of new varieties and products from the supported VCs developed	0	N/A	16	N/A	4	20	Q
Indicator 1.1.1.2	Number of new exporters and new participants in the supported value chains	0	206	N/A	122	N/A	328	CA
Indicator 1.1.1.3	Number of export capacity enhancement activities for Invest Macedonia	0	N/A	TBD	N/A	TBD	TBD	Q
IR 1.2								
Indicator	Number of private sector firms that have improved	0	N/A	1,293	N/A	325	1,618	Q

TABLE 4. CY'11, FY'12/CY'12, FY'13 AND LOP TARGETS

1.2.1	management practices as a result of USG assistance firms receiving USG supported assistance to improve their management practices							
Indicator 1.2.2	Number of new technologies or management practices introduced	0	N/A	41	N/A	16	57	Q
Output Level Indicators								
Indicator 1.2.1.1	Number of formal delivery contracts made by supported VC participants	738	987	N/A	1,316	N/A	578	CA
Indicator 1.2.1.2	Total number of individuals who have received USG supported short-term agricultural training	0	N/A	3,258	N/A	745	4,003	Q
<i>Indicator 1.2.1.2 a</i>	<i>Number of male individuals who have received USG supported short-term agricultural training</i>	0	N/A	2,445	N/A	560	3,005	Q
<i>Indicator 1.2.1.2 b</i>	<i>Number of female individuals who have received USG supported short-term agricultural training</i>	0	N/A	813	N/A	185	998	Q
Indicator 1.2.1.3	Number of capacity-building service providers receiving USG assistance	0	N/A	55	N/A	18	73	Q
IR 1.3								
Indicator 1.3.1	Number of policy reforms / regulations / administrative procedures drafted and presented for public / stakeholder consultation as a result of USG assistance	0	N/A	4	N/A	2	6	Q
Output Level Indicators								
Indicator 1.3.1.1	Number of strategies, plans and assessments for enhancing the competitiveness of the AgBiz-supported value chains developed	0	N/A	10	N/A	5	15	Q
<i>Indicator 1.3.1.1 a</i>	<i>Number of policy reform needs identified</i>	0	N/A	12	N/A	0	12	Q
Indicator 1.3.1.2	Number of Sector Export Promotion Strategies developed	0	N/A	TBD	N/A	TBD	TBD	Q
Indicator 1.3.1.3	Number of advocacy capacity building activities implemented	0	N/A	9	N/A	15	24	Q
Indicator 1.3.1.4	Number of VC entities who have received advocacy capacity building training	0	N/A	34	N/A	46	80	Q
Indicator 1.3.1.5	Number of individuals who have received advocacy capacity building training	0	N/A	245	N/A	217	462	Q
IR 1.4								
Indicator 1.4.1	Value of loans facilitated from non-DCA and DCA-supported finance institutions (in 000 USD)	0	N/A	4,000	N/A	3,500	7,500	Q
Output Level Indicators								

TABLE 4. CY'11, FY'12/CY'12, FY'13 AND LOP TARGETS

Indicator I.4.1.1	Number of SMEs receiving USG assistance to access bank loans or private equity	0	N/A	20	N/A	18	38	Q
Indicator I.4.1.2	Value of customer financing need identified (in 000 USD)	0	N/A	925	N/A	220	1,145	Q
Indicator I.4.1.3	Value of value chain participants investment stimulated (in 000 USD)	0	N/A	1,537	N/A	388	1,925	Q

CA - Calendar Annual

Q - Quarterly

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