Producers to Markets Alliance

Activity Monitoring, Evaluation, and Learning Plan (AMELP)

July 2018

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Fintrac Inc.

Cra. 7 No. 74-56 Oficina 1501

Bogotá, Colombia

(57) (1) 7912304

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ACRONYMS

ADS	Automated Directives System
AMELP	Activity Monitoring, Evaluation, and Learning Plan
AWP	Annual Work Plan
CELI	USAID Consolidation and Enhanced Livelihood Initiative
CDCS	Country Development Cooperation Strategy
CIRIS	Client Impact Results Information System
COP	Chief of Party
DANE	Departamento Administrativo Nacional de Estadística
DDL	Development Data Library
DIAN	Dirección de Impuestos y Aduanas Nacionales
DQA	Data Quality Assessment
FACTS	Foreign Assistance Coordination and Tracking System
FARC	Fuerzas Armadas Revolucionarias de Colombia
Fedesarrollo	Fundación para la Educación Superior y el Desarrollo
FTFMS	Feed the Future Monitoring System
GOC	Government of Colombia
ICA	Instituto Colombiano Agropecuario
ICT	Information Communication Technology
INCOMEX	Instituto Colombiano de Comercio Exterior
INVIMA	Instituto Nacional de Vigilancia de Medicamento
ISO	International Organization for Standardization
LGBTI	Lesbian, Gay, Bisexual, Transgender, and Intersex
MEL	Monitoring, Evaluation, and Learning
MRR	Microenterprise Results Reporting
PIRS	Performance Indicator Reference Sheet
PMA	Producers to Markets Alliance
PPR	Performance Plan and Report
RDQA	Routine Data Quality Assessment
SIEX	Sistema Estadístico de Comercio Exterior, DIAN
SOW	Scope of Work
STTA	Short-Term Technical Assistance
TA	Technical Assistance
TraiNet	USAID's official training data management
Tropical F&V	Tropical Fruits and Vegetables
USAID	United States Agency for International Development
USG	United States Government

1. OVERVIEW

ACTIVITY AND CONTEXT

Activity Description

The Producers to Markets Alliance (PMA) Activity is a five-year activity, effective from 03/03/2017 to 03/02/2022, funded by the United States Agency for International Development (USAID) to improve the competitiveness of rural producers to respond to new and expanding market opportunities. Four primary project components will contribute to the achievement of this goal:

1. Improved Domestic and Export Market Integration
2. Expanded Value Chain Production
3. Improved Market Efficiency Through Infrastructure
4. Learning, Knowledge Management, and Communications

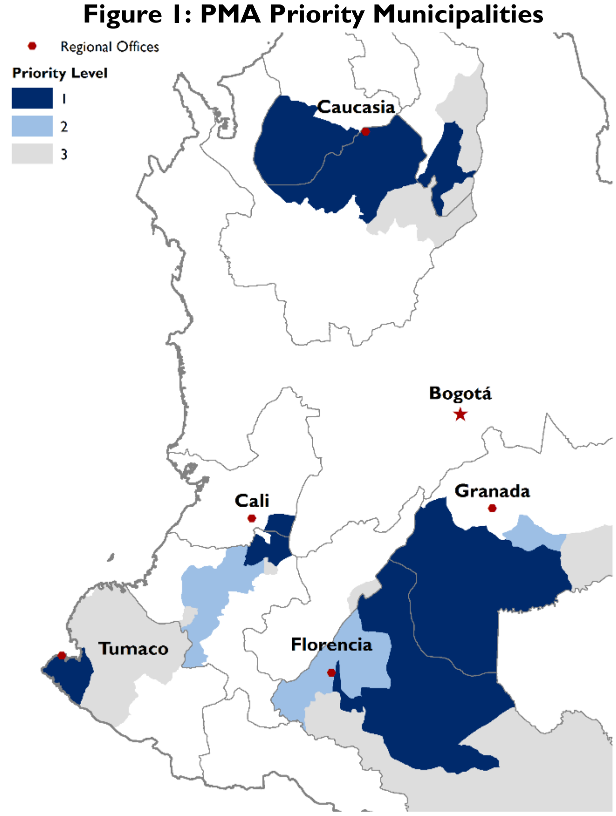
While Colombia as a country has enjoyed healthy economic growth and poverty reduction in recent years, rural Colombians (particularly indigenous people, Afro-Colombians, and women) have suffered disproportionately from decades of internal conflict and poverty, often leaving them economically dependent on illicit crop production. The recent signing of the peace accord presents an opportunity to attract investment to realize the agricultural potential of rural areas. Within this context, PMA aims to expand licit income generating opportunities through strategic investments in production, marketing, and infrastructure in five target value chains: cocoa, specialty coffee, natural latex, sustainable dairy, and tropical fruits and vegetables.

Activity Location and Institutional Context

Based on USAID guidance and internal analysis conducted by Fintrac, we have prioritized 86 municipalities as illustrated in Figure 1. USAID and Fintrac agreed to initiate activities in 34 municipalities, with the incorporation of municipalities beyond Priority Level 1 to be defined with USAID as priorities and strategies evolve:

- **Priority Level 1** (34 municipalities). Work in these municipalities will be initiated during fiscal year 2017. These include the 32 municipalities that are in Fintrac's contract and two municipalities in Bolivar.
- **Priority Level 2** (20 municipalities). These were evaluated by Fintrac as having higher potential in terms of market access and other factors.
- **Priority Level 3** (32 municipalities). Based on Fintrac's initial analysis, these municipalities were determined to have the poorest market potential/access or were lagging in other indicators.

Figure 1: PMA Priority Municipalities



PMA has selected five regional office locations to provide adequate coverage to the targeted municipalities: Caucasia, Granada, Florencia, Tumaco, and Cali. Depending on final selection of expansion municipalities under Phase 2, additional regional offices may be required in Popayán and/or other locations.

Further detail on the rationale and justification for selection and prioritization of municipalities is provided in the activity's Annual Work Plan (AWP). Implementation within these municipalities will involve partnerships and alliances implemented through the project's Activity Fund with a range of regional territorial institutions including, but not limited to, local governments, private sector companies (i.e. input suppliers, financial service providers, buyers, processors, and exporters), community-based organizations and producers' associations.

PURPOSE

The Activity Monitoring, Evaluation, and Learning Plan (AMELP) is a strategic planning and performance monitoring and evaluation tool. It articulates the project design through the results framework, theory of change, development hypotheses, and critical assumptions and illustrates how PMA contributes to the broader goals outlined in USAID/Colombia's Country Development Cooperation Strategy (CDCS). This AMELP also provides an overview of our systems for collecting, storing, validating, and analyzing data, which we will use to monitor our progress toward outputs and outcomes as well as changes to our development hypotheses. Additionally it integrates and builds best practices and lessons learned to build USAID's expertise and to inform and connect with stakeholders.

This AMELP is meant to be a living document. The systems and processes are designed to provide quick and relevant feedback on activity implementation to facilitate continuous decision-making and adaptive management. It will be updated regularly based on results and lessons learned and shared with USAID throughout the life of activity. Specific activities related to the implementation of this AMELP are outlined in Annex I: MEL Work Plan.

ESTIMATED COST

The estimated cost of implementing this AMELP is $4.5 million, which represents 6 percent of the total PMA budget. These costs represent the salaries and corresponding overhead of the MEL team, per diems for field-based travel for data collection, 18 percent of all technical staff salaries and overhead for contributing activity-level information, 3 percent of relevant Activity Fund awards that will incorporate M&E activities, the hiring of a subcontractor for recurrent data collection efforts, regular internal evaluation activities, and relevant equipment, software, and other miscellaneous costs. These costs are considered both sufficient and reasonable to consistently and accurately measure the achievement of intended results.

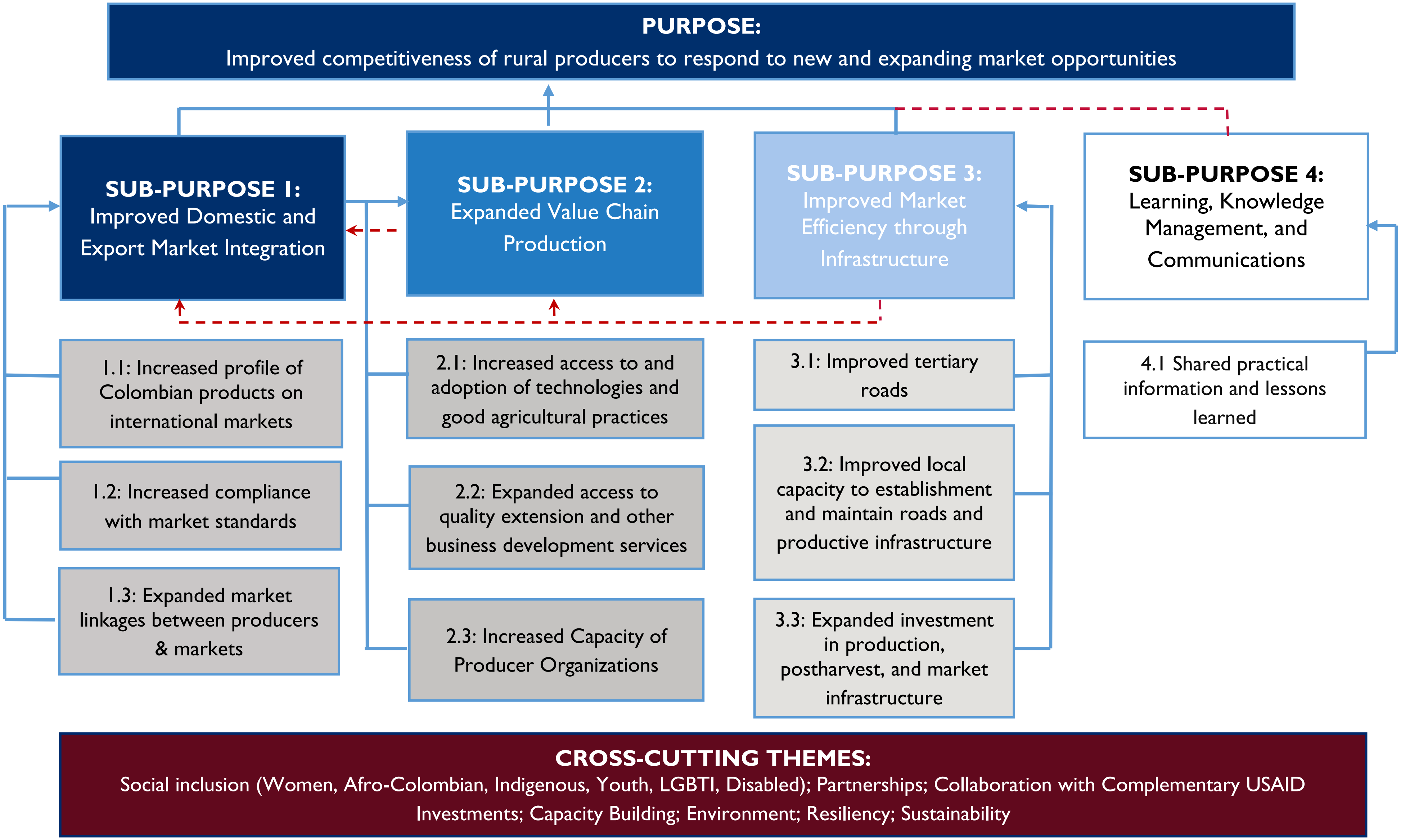
RESULTS FRAMEWORK

The PMA results framework (Figure 2) provides a visual depiction of the hierarchy and interrelationship of intended results, and is organized to illustrate causal logic. It is used to guide the selection of appropriate indicators to monitor activity performance. The overarching purpose of improved competitiveness of rural farmers to respond to new and expanding market opportunities will be achieved through three sub-purposes:

1. Improved domestic and export market integration;
2. Expanded value chain production; and
3. Improved market efficiency through infrastructure.

The third sub-purpose is complementary to sub-purposes one and two, and is designed to contribute directly to their results, as shown in Figure 2. Each sub-purpose has been further broken down into outputs that represent key intervention areas. Specific activities have been designed to feed into each output and are detailed in the activity's AWP, submitted separately. Crosscutting themes such as social inclusion, knowledge management, capacity building, and collaboration are shown at the base of the model as they will be integrated into all project components and are critical to PMA's implementation approach and sustainability post-activity.

Figure 2: Producers to Markets Alliance Activity Framework



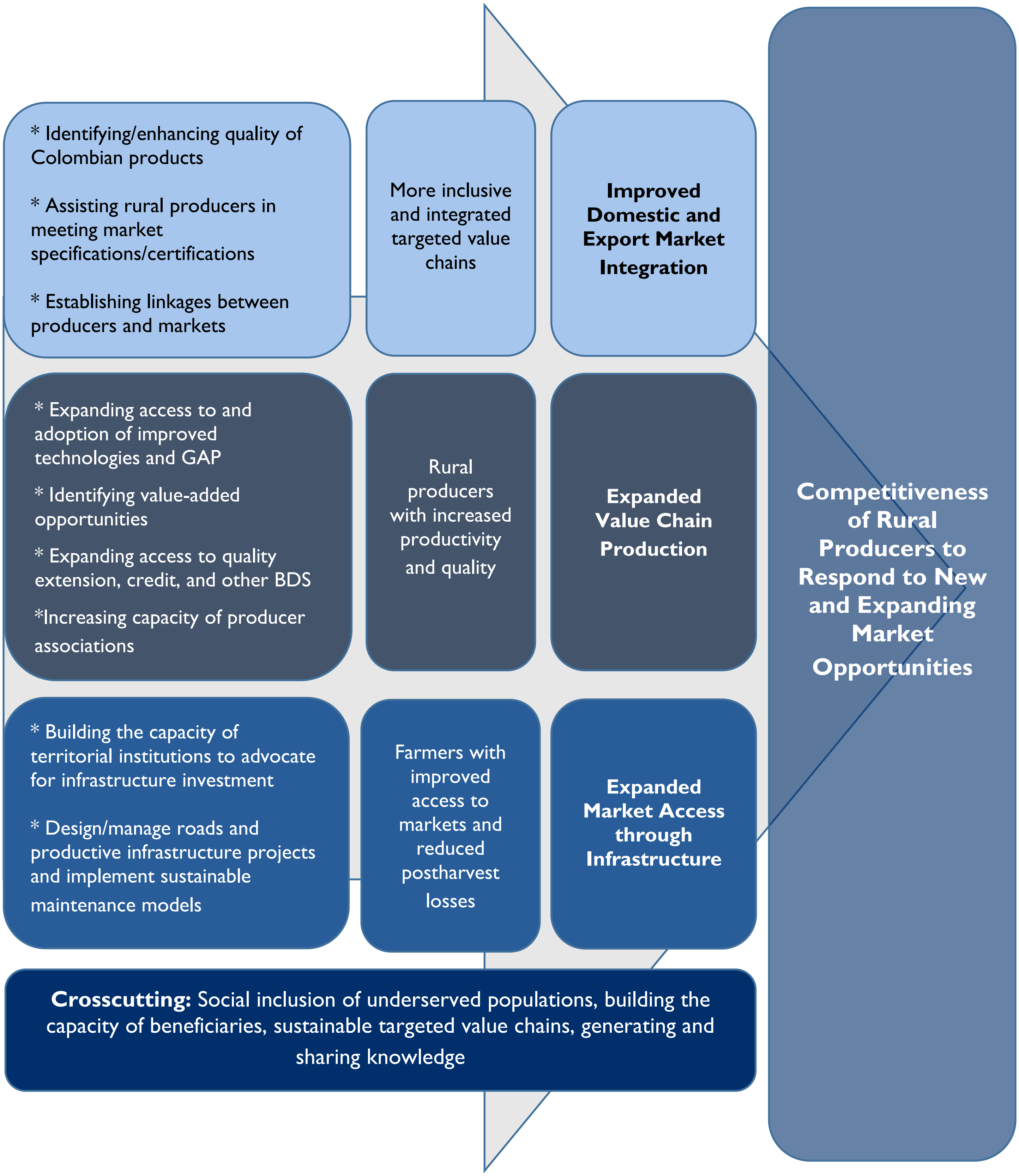
THEORY OF CHANGE

Following the causal logic outlined in the results framework, PMA's overarching theory of change is that by significantly scaling up value chain productivity and quality, integrating traditionally excluded rural smallholder farmers into profitable domestic and export markets, and addressing infrastructure bottlenecks affecting market efficiency, then rural producers will increase their competitiveness, increase their capacity to respond to dynamic market opportunities, gain entry into sophisticated, profitable, and licit value chains, and break the cycle of poverty and illicit economic activity. Colombia PMA will achieve this based on the following development hypotheses, which will be tested throughout the life-of-project through rigorous data collection and analysis:

1. **Improved Domestic and Export Market Integration:** By identifying and enhancing the inherent quality of Colombian products, assisting rural producers in meeting required market specifications and certifications and establishing linkages between producers and markets, targeted value chains will become more inclusive and integrated resulting in increased domestic and export sales along targeted value chains.
2. **Expanded Value Chain Production:** By expanding access to and adoption of improved technologies and good agricultural practices through on-farm demonstrations, identifying value-added opportunities, expanding access to quality extension, credit and other business development services, and increasing the capacity of producer associations, rural producers will increase on-farm productivity and quality resulting in increased volumes of marketable products.
3. **Expanded Market Access through Infrastructure:** By building the capacity of territorial institutions to effectively advocate for infrastructure investment, design and manage infrastructure projects and implement sustainable maintenance models, farmers will have improved access to markets leading to reduced time to market and reduced postharvest losses.
4. **Crosscutting:** By targeting traditionally underserved populations (including women, indigenous groups, and Afro-Colombians) in all project interventions, effectively generating and sharing knowledge across relevant industry stakeholders and building the capacity of producers, producer organizations, and territorial institutions, targeted value chains will develop in an inclusive and sustainable fashion.

PMA's Theory of Change is also illustrated in Figure 3 on the following page.

Figure 3. PMA Theory of Change



CRITICAL ASSUMPTIONS, RISKS AND OPPORTUNITIES

Table 1. Critical Assumptions, Risk and Opportunities

Critical Assumptions, Risk and Opportunities	Level (low, medium, high)	Sub-Purpose	Intended Mitigation or Response Actions
RISK			
Volatile Commodity Prices	Medium	Sub-purpose 1	Improved smallholder competitiveness
Macroeconomic Forces	Low	Sub-purposes 1, 2 & 3	Improved technologies, postharvest handling practices and market linkages
Climatic Conditions	High	Sub-purposes 1, 2 & 3	Transfer of climate-smart technologies and infrastructure improvements and maintenance
GOC Policies	Medium	Sub-purposes 1, 2 & 3	Investment diversification beyond GOC
OPPORTUNITIES			
Peace and Security	Medium	Sub-purposes 2 & 3	Operate through alliances with local organizations and follow security plan
Complementary Projects	Medium	Sub-purposes 2 & 3	Leverage resources

While all efforts will be made to mitigate the effects of anticipated risks caused by external factors, successful achievement of the results and objectives detailed in the results framework and accompanying theory of change is contingent, at least in part, on certain critical assumptions beyond the scope of PMA holding true. Critical assumptions and anticipated risks, and opportunities along with potential mitigation measures, include:

1. **Commodity Prices:** Volatile commodity prices, affected by global production, weather, oil prices, etc. can present a disincentive to agricultural production, marketing, and investment. PMA will improve smallholder competitiveness through increased on-farm productivity and decreased per unit costs of production, which will help offset the negative impacts of moderate price fluctuations. Furthermore, promotion of specialty products, differentiation, certifications, and diversification into other high-value commodities (i.e. vegetables) will further help insulate farmers from volatility.
2. **Macroeconomic Indicators:** Macroeconomic forces, such as inflation, impact exchange rates and interest rates which, in turn, can have a significant impact on the pricing of inputs, credit, and ultimately, the competitiveness of rural farmers. As with commodity prices, PMA will improve the productivity of Colombian farmers through adoption of improved technologies, improved postharvest handling practices, and market linkages to maintain competitiveness despite moderate fluctuations in macroeconomic conditions.
3. **Climatic Conditions:** Extreme weather conditions such as drought and flooding can significantly impact crop yields and market access. PMA will increase the resilience and adaptive capacity of rural farmers through the transfer of climate-smart technologies such as improved seed, proper land preparation, and improved irrigation and implement infrastructure improvements and maintenance plans to facilitate market access.
4. **Peace and Security:** The signing of the peace accord represented a major step in ending decades of conflict in rural Colombia. The honoring of the peace accord by the GOC, FARC, and other paramilitary groups is important to provide recurrent, uninterrupted assistance to farmers, and to incentivize both public and private investment. PMA will operate transparently through alliances with

local organizations that have in-depth contextual knowledge and understanding and will follow strict protocols as outlined in the Security Plan.

5. **GOC Policies:** Transparent and effective GOC policies and procedures, particularly related to accessing government funds (i.e. royalties), and creating an enabling environment conducive to agricultural development are important for achieving PMA's leverage targets. PMA will diversify investment streams beyond GOC funds to include civil society, private sector companies, and foreign investors, but GOC cooperation will be fundamental.
6. **Complementary Projects:** Part of the success of PMA will be dependent on the successful transition (from CELI activities) and concurrent implementation of complementary activities and investments by USAID, GOC, and other international donors, particularly for activities related to access to credit, land tenure, good governance, and institutional strengthening. As highlighted in the AWP, PMA will coordinate closely with complementary projects to leverage resources and expertise and avoid duplicity.

2. RELATIONSHIP TO USAID/COLOMBIA CDCS

PMA will directly contribute to USAID/Colombia's Country Development Cooperation Strategy (CDCS) Development Objective #3: "Improved Conditions for Inclusive Rural Economic Growth" and particularly to the Intermediate Result (IR) 3.3: "More effective producer associations benefitting smallholder farmers." This IR aims to support small farmers and landowners – including women heads of household – by strengthening the productive value chains where producers participate and by facilitating access to new and expanding markets. It is envisioned that this support will enhance producer associations' ability to effectively engage in business partnerships and deals with new and existing buyers, and provide their membership with quality technical services to facilitate this process.

3. MONITORING PLAN

PERFORMANCE INDICATORS

Performance indicators have been selected for each of the intended results in the results framework to measure activity progress and achievements, validate development hypotheses, and guide project management in making timely and informed adjustments to implementation strategy. Important criteria[1] guiding the selection process are that indicators must be:

- **Direct.** A direct measure of the intended results and directly attributable to project interventions.
- **Objective.** A transparent and standard measure of the intended result.
- **Quantitative.** Easily represented and conveyed in numerical terms.
- **Attributable.** Plausibly associated with activity interventions.
- **Practical.** Collected and analyzed accurately and in a timely and cost-effective manner.
- **Reliable.** Consistently high quality based on reliable sources and sound data collection techniques.

Performance indicators have been selected or derived from Standard Foreign Assistance (F) indicators that meet the aforementioned criteria. Additional custom indicators have been tailored to measure interventions specific to PMA's implementation approach and to address gaps in the results framework. The goal of the indicator selection process is to align with USAID/Colombia's Performance Plan and Report (PPR) and CDCS while considering the scope and focus of PMA.

[1] Performance Monitoring and Evaluation TIPS: Selecting Performance Indicators. http://pdf.usaid.gov/pdf_docs/Pnadw106.pdf

The Performance Indicator Summary Table (Table 1) ties the measurable achievements of PMA activities to the causal logic of the results framework. Indicator targets will be reviewed and revised annually, if necessary, based on previous achievements, changes in critical assumptions, and any subsequent modifications to the implementation strategy. Performance Indicator Reference Sheet (PIRS) and Context Indicator Reference Sheets (CIRS) have been prepared for each indicator (Sections 6 and 7).

Baselines and relevant target figures presented for indicators are based on the baseline collected by Fedesarrollo. Indicator targets are subject to change, and will be reviewed and revised annually based on results of the annual surveys of the reporting fiscal year.

Additionally, contextual indicators related to production, volume and exports data will be provided as thresholds and will be collected and reported down to the most current and relevant administrative division level to PMA. The data in Table 3 was taken with cut-off date to July 2017.

Table 2. Summary Descriptive Table of Indicators

#	Code	Indicator name	Class	Type	Units of Measure	Disaggregates	Source of Data	Reporting frequency
Purpose: Improved competitiveness of rural producers to respond to new and expanding market opportunities								
1	PAC-01	Number of households benefiting directly from USG assistance (EG.3-1)	Standard	Output	Households	Duration: New, Continuing Location: Rural, Urban/peri-urban Geographic Scope: department; municipality.	PMA – Smallholder beneficiaries	Quarterly
2	PAC-02	Value of incremental net income of producers in promoted value chains (Custom)	Custom	Outcome	Colombian Pesos (COP)	Commodity	PMA – Smallholder beneficiaries	Annually
3	PAC-03	Value of targeted agricultural commodities exported with USG assistance (EG.3.2-23)	Standard	Outcome	Colombian Pesos (COP)	Commodity Geographic Scope: department; municipality.	PMA – Supported exporters	Quarterly
Sub-Purpose 1: Increased Domestic and Export Market Integration								
4	PAC-04	Value of smallholder incremental sales generated with USG assistance (EG.3.2-19; CDCS)	Standard	Outcome	Colombian Pesos (COP)	Commodity Geographic Scope: department; municipality.	PMA – Smallholder beneficiaries	Annually
5	PAC-05	Value of local sales generated by organizations supported with program assistance (Custom)	Custom	Output	Colombian Pesos (COP)	Commodity Geographic Scope: department; municipality.	PMA- Supported Producer Organizations	Quarterly
1.1: Increased Profile of Colombian Products on International Markets								
6	PAC-06	Number of firms receiving USG-funded technical assistance to export (EG.2.2-1)	Standard	Output	Firms	Duration: New, Continuing. Firm Size: Micro, Small, Medium, Large.	PMA – Supported firms	Quarterly
1.2: Increased Compliance with Market Standards								
7	PAC-07	Number of firms receiving USG assistance that have obtained certification with (an) international quality control institution(s) in meeting minimum product standards (EG.2.2-2)	Standard	Outcome	Firms	Geographic Scope: department; municipality.	PMA – Supported firms	Annually

#	Code	Indicator name	Class	Type	Units of Measure	Disaggregates	Source of Data	Reporting frequency
8	PAC-08	Number of firms receiving USG-funded technical assistance to comply with minimum national or international quality control standards (Custom)	Custom	Output	Firms	Geographic Scope: department; municipality. Type of Standard: Local/International.	PMA – Supported firms	Quarterly
1.3: Expanded Market Linkages Between Producers & Markets								
9	PAC-09	Number of firms receiving USG-funded technical assistance for improving business performance (EG.5.2-1)	Standard	Output	Firms	Geographic Scope: department; municipality. Type of Firm: Formal, Informal Duration: New, Continuing	PMA Supported firms	Quarterly
10	PAC-10	Number of public-private partnerships formed as a result of USG assistance (EG.3.2-5)	Standard	Output	Firms	Geographic Scope: department; municipality. Partnership focus: Agricultural production, Agricultural Post-harvest, transformation, nutrition, multi-focus, other. GDAs and non-GDAs partnerships.	Third Party Private Organization	Quarterly
Sub-Purpose 2: Expanded Value Chain Production								
11	PAC-11A	Productivity of targeted value chain commodities as a result of USG assistance (Custom)	Custom	Outcome	MT/Hectare	Geographic Scope: department; municipality. Commodity: type of crop. Sex: Male, Female	PMA – Smallholder beneficiaries	Annually
	PAC-11B	Productivity of dairy as a result of USG assistance (Custom)	Custom	Outcome	Lts/Cow/Day	Geographic Scope: department; municipality. Commodity: milk. Sex: Male, Female	PMA – Smallholder beneficiaries	Annually
2.1: Increased Access to and Adoption of Technologies and Good Agricultural Practices								
12	PAC-12	Number of individuals who have received USG-supported short-term agricultural sector productivity or food security training (EG.3.2-1)	Standard	Output	Individuals	Geographic Scope: department; municipality. Type of individual: Producers, People in government, People in private sector firms, People in civil society. Sex: Male, Female.	PMA beneficiaries	Quarterly

#	Code	Indicator name	Class	Type	Units of Measure	Disaggregates	Source of Data	Reporting frequency
13	PAC-13	Number of hectares of target crops supported by the program (custom)	Custom	Output	Hectares	Geographic Scope: department; municipality. Commodity Sex: Male, Female	PMA – Smallholder beneficiaries	Quarterly
14	PAC-14	Number of hectares of land under improved technologies or management practices with USG assistance (EG.3.2-18)	Standard	Outcome	Hectares	Geographic Scope: department; municipality. Technology type: crop genetics; cultural practices; pest management; disease management; soil-related fertility and conservation; irrigation; water management; climate mitigation; climate adaptation; other. Sex: male; female; joint; association-applied	PMA – Smallholder beneficiaries	Annually
2.2: Expanded Access to Quality Extension and other Business Development Services								
15	PAC-15	Number of full-time equivalent (FTE) jobs created with USG assistance (EG.3-9)	Standard	Outcome	FTEs	Location: Urban/peri-urban, rural Duration: New, Continuing Sex of job-holder: Male, Female.	PMA – Supported firms	Quarterly
2.3: Increased Capacity of Producer Organizations								
16	PAC-16	Number of organizations with business performance strengthened (Custom)	Custom	Outcome	Firms	None	PMA-supported producers associations	Annually
Sub-Purpose 3: Improved Market Efficiency Through Infrastructure								
17	PAC-17	Percentage decrease of travel time in the improved road (Custom)	Custom	Output	Percentage	None	Travel time measuring tool.	Annually
3.1: Improved Tertiary Roads								

#	Code	Indicator name	Class	Type	Units of Measure	Disaggregates	Source of Data	Reporting frequency
18	PAC-18	Kilometers of roads improved or constructed as a result of USG assistance (EG.3.1-1)	Standard	Output	Kilometers	Construction type: Improved, Constructed	PMA - supported infrastructu-re improve-ment projects	Quarterly
3.2: Improved Local Capacity to Maintain Tertiary Roads and Productive Infrastructure								
19	PAC-19	Number of organizations implementing road and/or productive infrastructure activities that have improved their organizational and management capacity (Custom)	Custom	Outcome	Organizations	None	PMA - supported organizations	Annually
3.3: Expanded Investment in Production, Postharvest, and Market Infrastructure								
20	PAC-20	Value Of Leveraged Funds (Yl)	USAID-Col	Outcome	Colombian Pesos (COP)	Nature: Cash, In-Kind Source: Public, Private, Mixed, Other Geographic Scope: National, Department, Municipality PMA Component	Third party public or private organization reached by PMA	Quarterly
21	PAC-21	Value Of Third Party Mobilized Funds (Ym)	USAID-Col	Outcome	Colombian Pesos (COP)	Nature: Cash, In-Kind Source: Public, Private, Mixed, Other Geographic Scope: National, Department, Municipality	Third party public or private organization reached by the PMA	Annually
Sub-Purpose 4: Learning, Knowledge Management, and Communications								
22	PAC-22	Number of recipients of knowledge management materials disseminated (Custom)	Custom	Output	Individuals	Type of recipient: Producers, government, private sectors, civil society Type of means of dissemination	PMA – Communicati ons Dept.	Quarterly
Crosscutting								
23	PAC-23	Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) (GNDR-2)	Standard	Output	Percent Female Participants	Numerator: Number of female program participants Denominator: Total number of male and female participants in the program	PMA beneficiaries	Quarterly

#	Code	Indicator name	Class	Type	Units of Measure	Disaggregates	Source of Data	Reporting frequency
24	PAC-24	Percent of individuals from vulnerable populations participating in program activities (Custom)	Custom	Output	Percent of individuals	Vulnerable population: Youth; Afro-Colombian; Indigenous	PMA beneficiaries	Quarterly
Context Indicator								
25	PAC-25	Cultivated area (Custom)	Custom	Process	Hectares	Geographic Scope: department; municipality. Value chain: Cocoa, Coffee, Latex, Tropical F&V.	Fedecacao, Federación Nacional de Cafeteros y Agronet.	Annually
26	PAC-26	Volume of production (Custom)	Custom	Process	MTs Liters	Geographic Scope: department; municipality. Value chain: Cocoa, Coffee, Dairy, Latex, Tropical F&V	Fedecacao, Federación Nacional de Cafeteros y Agronet.	Annually
26	PAC-27	Value of exports (Custom)	Custom	Process	Colombian Pesos (COP)	Value chain: Cocoa, Coffee, Tropical F&V	DIAN - Siex	Annually

Table 3: Baseline and Indicator Targets

#	Code	Indicator Title	Disaggregate	Units	Baseline Period[2]	Baseline Value	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	LOP	Reporting frequency
Purpose: Improved competitiveness of rural producers to respond to new and expanding market opportunities														
1	PAC-01	Number of households benefiting directly from USG assistance (EG.3-1)		Households	2017	0	0	17,500	13,000	13,000	3,500	0	47,000	Quarterly
2	PAC-02	Value of incremental net income of producers in promoted value chains (Custom)	**TOTAL**	**COP Million**	**2017**[3]		**0**	**1,013**	**6,574**	**16,408**	**31,857**	**0**	**55,852**	Annually
			Cocoa	COP Million	2017	2.69	0.00	256	1,140	2,993	6,398	0	10,787	
			Coffee	COP Million	2017	3.19	0.00	53	2,154	5,055	11,774	0	19,036	
			Dairy	COP Million	2017	8.59	0.00	217	878	2,287	5,033	0	8,415	
			Latex	COP Million	2017	1.31	0.00	109	617	1,554	3,167	0	5,446	
			Tropical F&V	COP Million	2017	3.51	0.00	378	1,785	4,519	5,486	0	12,168	
3	PAC-03	Value of targeted agricultural commodities exported with USG assistance (EG.3.2-23)	**TOTAL**	**COP Million**	**2017**[4]	**810.80**	**0.00**	**901**	**1,630**	**2,441**	**3,250**	**0**	**8,224**	Annually
			Cocoa	COP Million	2017	675.96	0.00	744	1,352	2,028	2,704	0	6,828	
			Coffee	COP Million	2017	2.56	0.00	12	14	16	17	0	59	
			Tropical F&V	COP Million	2017	132.28	0.00	146	265	397	529	0	1,337	
Sub-Purpose 1: Increased Domestic and Export Market Integration														
4	PAC-04	Value of smallholder incremental sales generated with USG assistance (EG.3.2-19; CDCS)	**TOTAL**	**COP Million**	2017[5]		**0.00**	**1,101**	**8,865**	**20,305**	**35,754**	**0**	**66,025**	Annually
			Cocoa	COP Million	2017	4.67	0.00	256	1,333	3,404	6,809	0	11,803	
			Coffee	COP Million	2017	6.29	0.00	53	3,064	6,719	13,437	0	23,273	
			Dairy	COP Million	2017	12.91	0.00	217	1,098	2,746	5,492	0	9,552	
			Latex	COP Million	2017	2.43	0.00	109	645	1,613	3,226	0	5,594	
			Tropical F&V	COP Million	2017	6.49	0.00	467	2,724	5,823	6,790	0	15,804	

[2] The baseline developed by Fedesarrollo between May 30th to June 26th, 2017.

[3] The baseline values for "value of incremental net income" represent the average net income per farmer for each value chain, according to the Fedesarrollo baseline. These baseline values will be extrapolated to the total farmer population in each reporting year to calculate the increment.

[4] The baseline for "value of targeted agricultural commodities exported" represents the total annual export sales of the 94 associations surveyed in the Fedesarrollo baseline.

[5] The baseline values for "Value of smallholder incremental sales" represent the average sales per farmer for each value chain, according to the Fedesarrollo baseline. These baseline values will be extrapolated to the total farmer population in each reporting year to calculate the increment.

#	Code	Indicator Title	Disaggregate	Units	Baseline Period[2]	Baseline Value	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	LOP	Reporting frequency
5	PAC-05	Value of local sales generated by organizations supported with program assistance (Custom)	**TOTAL**	**COP Million**	2017[6]		**0.00**	**27,922**	**92,226**	**115,662**	**127,766**	**0.00**	**363,576**	Quarterly
			Cocoa	COP Million	2017	575.42	0.00	11,113	12,376	17,076	19,629	0	60,194	
			Coffee	COP Million	2017	616.46	0.00	4,000	48,510	55,706	60,745	0	168,961	
			Dairy	COP Million	2017	1,146.18	0.00	9,399	19,605	25,673	28,007	0	82,683	
			Latex	COP Million	2017	97.57	0.00	884	2,439	3,775	5,226	0	12,324	
			Tropical F&V	COP Million	2017	187.45	0.00	2,526	9,296	13,433	14,158	0	39,413	
1.1: Increased Profile of Colombian Products on International Markets														
6	PAC-06	Number of firms receiving USG-funded technical assistance to export (EG.2.2-1)		Firms	2017	0	2	8	12	12	16	0	50	Quarterly
1.2: Increased Compliance with Market Standards														
7	PAC-07	Number of firms receiving USG assistance that have obtained certification with (an) international quality control institution(s) in meeting minimum product standards (EG.2.2-2)		Firms	2017	0	0	0	3	4	3	0	10	Annually
8	PAC-08	Number of firms receiving USG-funded technical assistance to comply with minimum national or international quality control standards (Custom)		Firms	2017	0	0	15	35	50	50	0	150	Quarterly
1.3: Expanded Market Linkages Between Producers & Markets														
9	PAC-09	Number of firms receiving USG-funded technical assistance for improving business performance (EG.5.2-1)		Firms	2017	0	0	70	70	70	15	0	225	Quarterly
10	PAC-10	Number of public-private partnerships formed as a result of USG assistance (EG.3.2-5)		PPPs	2017	0	0	47	35	35	8	0	125	Quarterly

[6] The baseline of "Value of total sales generated" is the average "value of sales generated" by organizations by value chain, according to the Fedesarrollo baseline.

#	Code	Indicator Title	Disaggregate	Units	Baseline Period[2]	Baseline Value	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	LOP	Reporting frequency
Sub-Purpose 2: Expanded Value Chain Production														
11	PAC-11A	Productivity of targeted value chain commodities as a result of USG assistance (Custom)	Cocoa	MTs/Ha	2017	0.277	0.000	0.279	0.298	0.322	0.370	0.370	0.370	Annually
			Coffee	MTs/Ha	2017	0.748	0.000	0.758	0.788	0.825	0.900	0.900	0.900	
			Latex	MTs/Ha	2017	0.643	0.000	0.723	0.843	1.044	1.445	1.445	1.445	
			Yuca	MTs/Ha	2017	20	0.000	0	25	30	40	40	40	
			Blackberry	MTs/Ha	2017	3.4	0.000	5	8	9	10	10	10	
			Banana	MTs/Ha	2017	26	0.000	0	35	40	65	65	65	
			Plátano	MTs/Ha	2017	5.5	0.000	0.0	6.0	6.5	8.0	8.0	8.0	
			Coconut	MTs/Ha	2017	0.25	0.000	0.25	0.27	0.30	0.35	0.35	0.35	
	PAC-11B	Productivity of dairy as a result of USG assistance (Custom)	Dairy	Lt/ Cow/Day	2017	3.6	0.000	3.6	3.8	4.0	4.2	4.2	4.2	
2.1: Increased Access to and Adoption of Technologies and Good Agricultural Practices														
12	PAC-12	Number of individuals who have received USG-supported short-term agricultural sector productivity or food security training (EG.3.2-1)		Individuals	2017	0	0	17,500	24,000	30,000	30,000	0	56,400[7]	Quarterly
13	PAC-13	Number of hectares of target crops supported by the program (Custom)		Hectares	2017	1.98[8]	0	11,877	18,805	24,744	23,754	0	79,181	Quarterly
14	PAC-14	Number of hectares of land under improved technologies or management practices with USG assistance (EG.3.2-18)		Hectares	2017	0	0	8,908	11,877	20,785	17,816	0	59,386	Annually
2.2: Expanded Access to Quality Extension and other Business Development Services														

[7] LOP represents unique individuals. The annual targets represent new and continuing individuals.

[8] The baseline for "Number of hectares assisted" is calculated using the average of "Number of hectares" by value chain by producer, according to Fedesarrollo´s baseline (Cocoa: 2.93 ha; Coffee: 1.39 ha; Latex: 3.08 ha; Fruit: 2.65 ha) and an estimated 0.35 ha for vegetables and 3 has for Dairy.

#	Code	Indicator Title	Disaggregate	Units	Baseline Period[2]	Baseline Value	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	LOP	Reporting frequency
15	PAC-15	Number of full-time equivalent (FTE) jobs created with USG assistance (EG.3-9)		FTEs	2017	0	0	10	90	100	100	0	300[9]	Quarterly
2.3: Increased Capacity of Producer Organizations														
16	PAC-16	Number of organizations with business performance strengthened (Custom)		Firms	2017	0	0	0	50	50	50	0	150	Annually
Sub-Purpose 3: Improved Market Efficiency Through Infrastructure														
17	PAC-17	Percentage decrease of travel time in the improved road (Custom)		Percentage	2017	0	0	15	15	15	15	0	15	Annually
3.1: Improved Tertiary Roads														
18	PAC-18	Kilometers of roads improved or constructed as a result of USG assistance (EG.3.1-1)		Kilometers	2017	0	6.4	125	313	313	313	182	1,252	Quarterly
3.2: Improved Local Capacity to Maintain Tertiary Roads and Productive Infrastructure														
19	PAC-19	Number of organizations implementing road and/or productive infrastructure activities that have improved their organizational and management capacity (Custom)		Organizations	2017	0	0	8	14	20	20	6	68	Annually
3.3: Expanded Investment in Production, Postharvest, and Market Infrastructure														
20	PAC-20	Value Of Leverage Funds (Yl)		COP Million	2017	0	601	17,472	72,800	93,184	93,184	13,959	291,200[10]	Quarterly
21	PAC-21	Value Of Third Party Mobilized Funds (Ym)		COP Million	2017	0	0	0	300	400	300	0	1,000	Annually
Sub-Purpose 4: Learning, Knowledge Management, and Communications														
22	PAC-22	Number of recipients of knowledge management materials disseminated (Custom)		Individuals	2017	0	0	TBD	TBD	TBD	TBD	0	TBD[11]	Quarterly

[9] This target was calculated as the number of FTEs created at the association level through subaward agreements. Additionally, FTEs representing farmer labor will be tracked internally.

[10] Equivalent to 104 USD Million (exchange rate: 2,800), Leverage corresponds to activities of components I, II, and III (marketing, production, infrastructure) of the program

[11] Targets will be included by the end of FY2018.

#	Code	Indicator Title	Disaggregate	Units	Baseline Period[2]	Baseline Value	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	LOP	Reporting frequency
Crosscutting														
23	PAC-23	Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) (GNDR-2)		Percentage	2017[12]	30.31	35	35	35	35	35	35	35	Quarterly
24	PAC-24	Percent of individuals from vulnerable populations participating in program activities (Custom)	Youth	Percentage	2017[13]	8.59	0	12	12	12	12	12	12	Quarterly
			Afro-Colombians		2017[14]	11.98	0	18	18	18	18	18	18	
			Indigenous		2017[15]	12.33	0	15	15	15	15	15	15	
Context Indicator														
25	PAC-25	Cultivated area (Custom) [16]	**TOTAL**	**Ha (000s)**			**1,933.67**							Annually
			Cocoa	Ha (000s)			173.02[17]	n/a	n/a	n/a	n/a	n/a	n/a	
			Coffee	Ha (000s)			903.95[18]	n/a	n/a	n/a	n/a	n/a	n/a	
			Latex	Ha (000s)			61.6[19]	n/a	n/a	n/a	n/a	n/a	n/a	
			Tropical F&V	Ha (000s)			795.1[20]	n/a	n/a	n/a	n/a	n/a	n/a	

[12] The baseline of "Percentage of Female" is the percentage of female members in the 94 organizations surveyed in Fedesarrollo´s baseline.
[13] The baseline of "Percentage of Youth" is the percentage of youth members in the 94 organizations surveyed in Fedesarrollo´s baseline.
[14] The baseline of "Percentage of Afro-Colombians" is the percentage of Afro-Colombian members in the 94 organizations surveyed in Fedesarrollo´s baseline.
[15] The baseline of "Percentage of Indigenous" is the percentage of indigenous members in the 94 organizations surveyed in Fedesarrollo´s baseline.
[16] FY 2017 figures represent reference value
[17] Source: http://www.fedecacao.com.co/portal/index.php/es/2015-02-12-17-20-59/nacionales, 2016.
[18] Source: https://www.federaciondecafeteros.org/clientes/es/quienes_somos/119_estadisticas_historicas/, 2017.
[19] Source: http://www.agronet.gov.co/Documents/CAUCHO2016.pdf.
[20] Source: Agronet – Yuca 2014, Blackberry 2016, Banana 2016, Plantain 2015, Coconut 2016.

#	Code	Indicator Title	Disaggregate	Units	Baseline Period[2]	Baseline Value	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	LOP	Reporting frequency
26	PAC-26	Volume of production (Custom) [21]	**TOTAL**	**MTs/Liters**			**15,148,760**							Annually
			Cocoa	MTs			60,535[22]	n/a	n/a	n/a	n/a	n/a	n/a	
			Coffee	MTs			851,640[23]	n/a	n/a	n/a	n/a	n/a	n/a	
			Dairy	Lts (000s)			6,506,632[24]	n/a	n/a	n/a	n/a	n/a	n/a	
			Latex	MTs			22,857[25]	n/a	n/a	n/a	n/a	n/a	n/a	
			Tropical F&V	MTs			7,707,096[26]	n/a	n/a	n/a	n/a	n/a	n/a	
27	PAC-27	Value of exports (Custom) [27]	**TOTAL**	**COP Million**			**823,559**							Annually
			Cocoa	COP Million			27,585	n/a	n/a	n/a	n/a	n/a	n/a	
			Coffee	COP Million			124,316	n/a	n/a	n/a	n/a	n/a	n/a	
			Tropical F&V	COP Million			671,658	n/a	n/a	n/a	n/a	n/a	n/a	

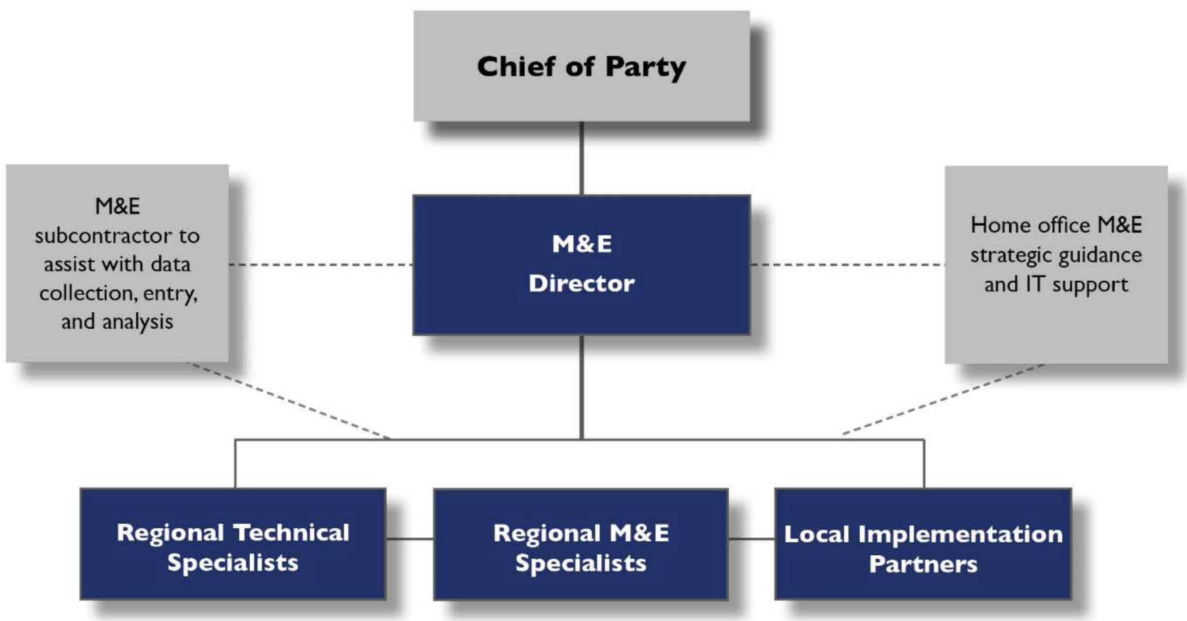
[21] FY 2017 figures represent reference value
[22] Source: Fedecacao, 2017
[23] Source: https://www.federaciondecafeteros.org/clientes/es/quienes_somos/119_estadisticas_historicas/, 2017
[24] Source: http://www.cnl.org.co/produccion-y-comercializacion-de-leche-fresca-2/, 2016
[25] Source: http://www.agronet.gov.co/Documents/CAUCHO2016.pdf
[26] Source: Agronet – Yuca 2014, Blackberry 2016, Banana 2016, Plátano 2015, Coconut 2016.
[27] FY 2017 figures represent reference value

MANAGEMENT OF THE PERFORMANCE MONITORING SYSTEM

Roles and Responsibilities

The M&E team will consist of an M&E director supported by a team of regionally-based M&E specialists located in each of the field offices. The activity M&E team will also be supported by Fintrac's home office M&E team, with a dedicated M&E specialist assigned to provide ongoing technical guidance. Additionally, the project will engage a local counterpart to provide recurrent data collection, entry, and analysis services corresponding to major data collection efforts around key harvest periods. The local counterpart will also be responsible for assisting with the design and implementation of special studies (e.g. indirect beneficiary studies) on an as-needed basis. PMA will conduct a competitive bidding process to select a qualified company with extensive experience in collecting household surveys (focused primarily on agriculture) at a competitive price. The M&E director, supported by Fintrac's home office M&E team, will be responsible for supervising the survey effort. While the M&E director has primary responsibility for M&E activities, all team members will contribute directly to data collection, analysis, and report writing efforts (Figure 3 and Table 2). Local implementation partners will also have M&E activities incorporated into their awards to contribute activity-level data. Regional PMA M&E specialists will build the capacity of local partners to collect and report on outcome-level data such as technology adoption, yields, and production costs.

Figure 4: Monitoring, Evaluation, and Learning Structure



Each member of the M&E team has a depth of experience collecting, entering, analyzing, and reporting project data. The specifics of each position are detailed in Table 2. Members of the M&E team correspond daily with field technicians to ensure all necessary information is collected, entered, and verified for use by project management and for reporting to USAID. While the following are the primary members of the M&E team, all PMA staff will have reporting responsibilities and will contribute to the overall M&E system.

Table 5: M&E Team Positions

Title	Location	Responsibilities
M&E Director	Bogotá	Responsible for strategic implementation of all M&E-related activities; liaises with donor-funded activities and other stakeholders to communicate successes and challenges and facilitate adaptive management; ensures deliverables are produced on time and in accordance with established policies and procedures; corresponds frequently with Fintrac home office, COP, and USAID; provides M&E support to program and other partners.
M&E Specialists	Regional Offices	Support M&E director in analyzing data for quarterly and annual reports; organize, supervise, and participate in sample survey data collection efforts; provide regular reports to field-based technical teams on performance metrics; provide training and support to local implementation partners on indicators, data collection, and quality assurance.
Partner Staff	Partner Offices	Provide partner-level geo-referenced data on beneficiaries assisted, training undertaken, co-investments, and other activities implemented.
M&E Subcontractor	Bogotá	Provide technical (revising sampling methodologies, designing data collection tools, identifying and training enumerators, analysis of key indicators) and logistical support to large-scale data collection efforts corresponding to key harvest periods by value chain.
M&E Specialist (Fintrac)	Fintrac Home Office	Provide home office support in design and programming of survey tools; design of reporting tools to improve indicator monitoring; and recurrent in-country support during data collection and reporting periods.
M&E Director (Fintrac)	Fintrac Home Office	Provide strategic guidance on data collection methodologies and adherence to Fintrac and USAID policies on data collection, management, and quality control.

Baseline Establishment

To provide baseline estimates for primary indicators and contextual information on target regions and PMA stakeholders, USAID/Colombia organized an independent baseline study through the Fundación para la Educación Superior y el Desarrollo (Fedesarrollo). Fedesarrollo implemented the baseline over the period of April to August 2017, covering producer organizations and a random selection of their farmer members that had received assistance from prior USAID investments. A total of 653 farmers, 94 producer organizations, and 34 municipalities were surveyed. PMA staff provided input on the baseline methodology, design of survey questionnaires, and provided feedback to USAID and Fedesarrollo upon receiving preliminary quantitative results in July 2017. After receiving the baseline report in October 2017, there was ongoing dialogue with USAID and Fedesarrollo to clarify baseline values and methods of calculation. A final meeting with Fedesarrollo was held in January 2018 to confirm final figures. Based on the results of this meeting, PMA has incorporated the baseline figures into this current AMELP, and adjusted out-year targets accordingly.

While the baseline yielded valuable information to inform PMA interventions and initial target-setting, PMA also expects to work with new producer organizations and farmers beyond the 94 surveyed in the baseline, and with potentially greater resource and market access constraints. Therefore, PMA will monitor the baseline assumptions used to establish targets (i.e. area per farmer, yields per hectare) on an ongoing basis for new producer organizations. Any major deviations from the original baseline assumptions will be brought to the attention of USAID.

Data Collection

Data on PMA interventions will be collected primarily through:

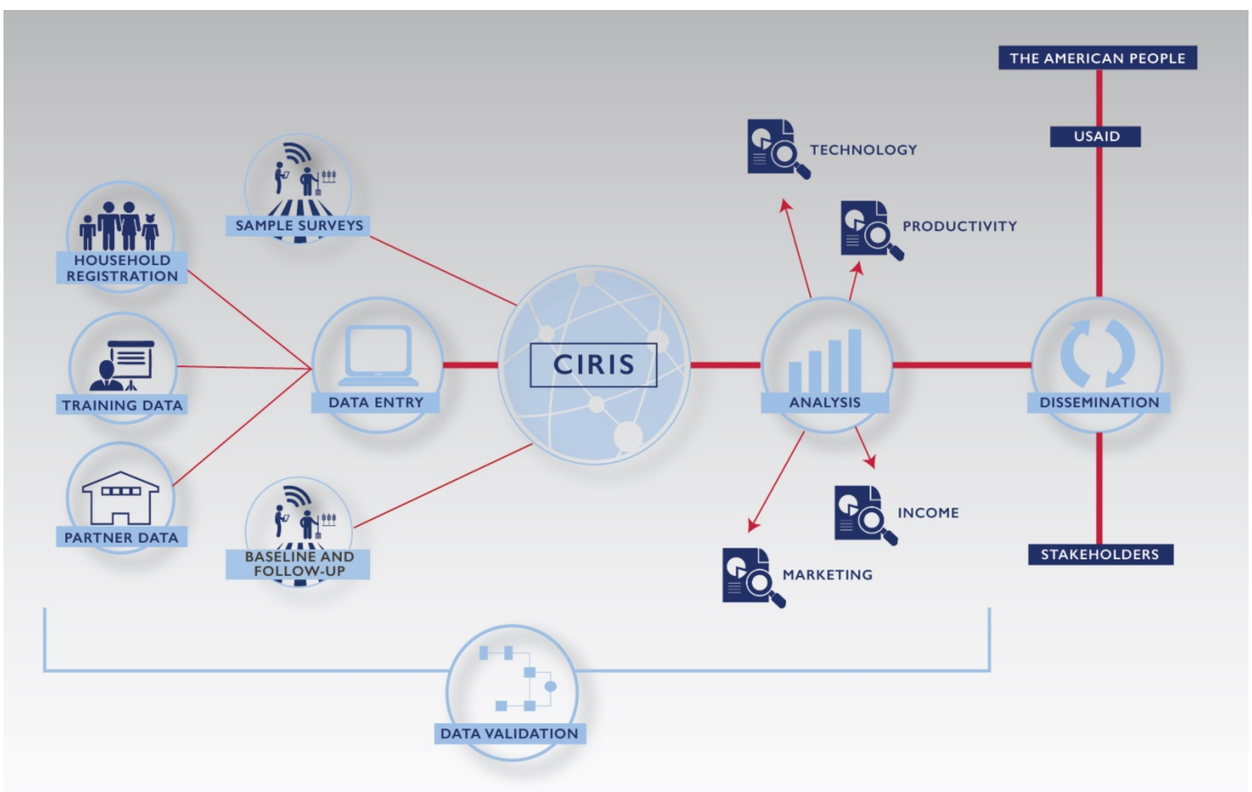
- **Routine Monitoring Systems.** Data collection will occur concurrently with project implementation during routine monitoring visits, training, and technical assistance activities from field-based staff and partners. This process, along with data cleaning and entry, is ongoing throughout the life of project and allows PMA to monitor demographic, geospatial, and participation data for all direct beneficiaries. Typically, data for output-level performance indicators will be captured through routine monitoring activities, at a level of detail sufficient enough for disaggregation according to the PIRS for all indicators.

- **Beneficiary-Based Sample Surveys.** At pre-defined intervals, M&E staff will collect demographic, technology adoption, agricultural productivity, and sales data from randomly selected samples of the PMA beneficiary households. Typically, surveys will correspond to the end of major harvest seasons and data will be used to calculate sub-purpose and purpose-level indicators. Questionnaires are designed to collect all data necessary for indicators whose source and method of data collection has been noted as a beneficiary-based sample survey, including disaggregates. Beneficiary-based samples will be prepared according to the Sampling Guide for Beneficiary-Based Surveys for Select Feed the Future Annual Monitoring Indicators or under the guidance of a third-party agricultural economist. Additionally, all data generated will be reported to the Development data Library (DDL) in accordance with USAID's Open Data policies and deadlines.
- **Secondary Sources.** When it is determined that necessary information cannot be collected via routine monitoring systems or beneficiary-based sample surveys, or where additional information for triangulation is deemed necessary, data will be obtained from secondary sources dependent upon the indicator or request. This may include the DANE, municipality offices, the GOC, or other implementing partners.

Data collected via routine monitoring systems and beneficiary-based sample surveys will leverage information communication technology (ICT) tools such as smartphones and tablets to reduce human error and workload in data entry.

Figure 4 illustrates activity data flow, incorporating the use of ICT at all levels to enhance data quality and the speed at which information can be collected, cleaned, and disseminated.

Figure 5: MEL Data Flow



Data Storage

The PMA M&E team will utilize Fintrac's robust management information system, CIRIS, which has been designed internally to aggregate a wide range of data covering socioeconomic indicators; activity details; product information such as plantings, production, sales, and costs; technologies applied; and investment and finance information. Data is stored electronically in CIRIS, which operates on a Microsoft SQL Server database platform. Mobile, desktop, and web-based interfaces allow for quick data entry both in the field and at the office, and by an unlimited number of users. CIRIS has been customized to track the PMA performance indicators and disaggregates.

In the case of beneficiary-based sample surveys, data will be stored electronically in Excel format on secure servers accessible only to M&E staff for PMA and Fintrac. Additionally, data collected on paper forms that has been entered into an electronic format will be stored at the PMA main office; no copies will be maintained.

Data Quality

Best Practices. To uphold Fintrac and USAID's quality standards, all PMA activity data will undergo rigorous internal procedures to ensure validity, integrity, precision, reliability, and timeliness. Ensuring data quality requires mitigation measures throughout the data management process: from planning to data collection, validation, and analysis. Specific quality control measures to be undertaken include:

- Conducting completeness and quality checks on all paper-based forms received for data entry and following up with partners/data providers as necessary.
- Conducting periodic data quality assessments of partners, including field visits to beneficiaries and review of data management systems.
- Establishing appropriate, representative samples for beneficiary-based surveys.
- Adhering to sampling methodology, particularly in instances of non-response.
- Timing data collection to coincide with key points in production cycles.
- Training technical staff and enumerators on agriculture-related technical terms and proper collection of agricultural and geospatial information.
- Conducting random spot-checks of data collected during routine monitoring activities.
- Identifying outlier data using statistical methods.
- Leveraging data validation and format requirements of ICT tools to reduce potential for human error during data entry.
- Triangulating data across multiple sources.
- Storing information in secure, organized, and accessible databases.

Data Quality Assessments. In addition to following best practices in collecting and managing data, PMA will conduct structured quality control testing of data and data management systems. Data quality assessments (DQAs) are intended to inform stakeholders of the strength and weakness of data to be used for decision making, as determined by testing against the five data quality standards of validity, integrity, precision, reliability, and timeliness (ADS Chapter 201). Based on these data quality standards and in line with the suggested Data Quality Assessment Checklist (ADS 201sae), Fintrac developed the Routine Data Quality Assessment (RDQA) tool for auditing to allow activities to assess the quality of their data and strengthen the data management and reporting systems.

The implementation of the RDQA is supported by two guidelines that are administered at each level of the data collection and reporting system:[28]

- **Protocol 1**: System Assessment Guidelines, to identify potential challenges to data quality created by the data management and reporting systems. The assessment will take place in two instances: Off-site desk review of project documentation, and on-site follow-up assessments at project provincial offices and partner offices.
- **Protocol 2**: Data Verification Guidelines, to assess, on a limited/reasonable scale, if staff (project and partner) are collecting and reporting data to measure the audited indicator(s) accurately and on time — and to cross-check the reported results with other data sources.

The following checklists will help the project's M&E and management teams understand the scope and process of a DQA; exercise RDQAs as part of its internal control system; understand data quality on an ongoing basis; and adequately prepare for DQAs. While DQAs are conducted at least once every three years, an RDQA will be conducted at least once a year for specific indicators (ADS Chapter 201, pg.120).

Table 6: System Assessment Guidelines

Functional Areas		Summary Questions	
I.	M&E Structures, Functions, and Capabilities	1	Is the M&E staff identified with clearly assigned responsibilities?
		2	Have the majority of M&E staff received the required training?
II.	Indicator Definitions and Reporting Guidelines	3	Are the PIRS systematically followed by all project staff and partners?
		4	Has the project clearly documented (in writing) what is reported to who, and how and when reporting is required?
III.	Data Collection and Reporting Forms and Tools	5	Are there data collection and reporting forms that are systematically used?
		6	Is data recorded with sufficient precision/detail to report against performance indicator targets, including disaggregates?
		7	Is data maintained following confidentiality guidelines?
		8	Are source documents kept and made available in accordance with a written policy?
IV.	Data Management Processes	9	Does clear documentation of collection, aggregation, and manipulation steps exist?
		10	Are data quality challenges identified and are mechanisms in place for addressing them?
		11	Are there clearly defined and followed procedures to identify and reconcile discrepancies in reports?
		12	Are there clearly defined and followed procedures to periodically verify source data?
V.	Links with Centralized Reporting System	13	Does the partners' data collection and reporting system link to centralized reporting system?

Table 7: Data Verification Guidelines

Verification		Description
I.	Description	Describe the connection between the delivery of services (training, TA) and/or commodities (in-kind) and the completion of the source document to record that delivery.
II.	Documentation Review	Review availability, timeliness, and completeness of all indicator source documents for the selected reporting period.
III.	Trace and Verification	Trace and verify reported numbers: (1) Recount the reported numbers from available source documents; (2) Compare the verified numbers to reported number; (3) Identify reasons for any differences.

[28] Adapted from: Data Quality Audit Tool: https://www.urbanreproductivehealth.org/sites/mle/files/Final_DQA_forReview.pdf

Table 7: Data Verification Guidelines

Verification	Description
IV. Cross-checks	Perform "cross-checks" of the verified report totals with other data sources (e.g. activity records, partner records, centralized reporting system reports, etc.).
V. Spot-checks	Perform "spot-checks" to verify the actual delivery of services and/or commodities to the target populations.

When conducting an RDQA, the PMA M&E team will collect and document evidence related to the project's data management and reporting system as well as evidence related to data verification. A final report to be discussed during annual performance evaluation forums should be prepared with the following sections:

- Completed checklist and templates included in the RDQA Tool.
- Minutes of interviews and conversations with all key staff that participated, including relevant M&E staff from partners and project, and beneficiaries (if applicable).
- Final summary with evidence collected, identification of specific audit findings or gaps related to that evidence, and including recommendations to improve data quality.

Data Analysis

Following routine data collection and quality assurance, PMA (with support from the M&E subcontractor) will complete the analysis, assessment, and reporting of project results, including and not limited to outcome-, output- and result-level indicators. The home office M&E team will support analysis efforts, provide guidance, and corroborate results as an additional layer of quality assurance. The following primary analysis methods will be applied.

- **Quantitative**: We will accurately measure activity progress using descriptive and basic summary statistics, and perform statistical significance tests to ensure reliability of results. Where applicable, we will also apply regression analysis to further understand the relationships between key variables (i.e. impact of specific production technologies on yields) and use this information to further improve and adapt our approach. Analysis will be conducted primarily using MS Excel and statistical software packages including SPSS and STATA.
- **Qualitative**: To complement the quantitative indicators outlined above, we will incorporate a variety of qualitative data collection and analysis methods that will provide a more holistic understanding of the results and the contextual issues affecting their achievement. Focus groups, semi-structured interviews featuring open-ended questions, and stakeholder satisfaction surveys will be incorporated systematically into MEL tools and activities to allow us to continually adapt our interventions to the local context, and respond quickly to changes in our development hypotheses.
- **Geospatial**: Applications of geospatial data analysis undertaken in PMA will depend on the availability of spatial data, and can include optimal selection of project beneficiaries given distance to major roads and markets; implementation of national traceability systems; distance modelling from smallholder farms to input suppliers, markets, and roads; crop and soil mapping in the target municipalities; and monitoring of pests and disease incidences. Results of spatial analysis studies will be used in routine evaluations to understand the successes and areas for improvement of PMA. Indicators which lend themselves to geospatial analysis are denoted in the Performance Indicator Summary Table with an 📍 icon.

Data Security

PMA and Fintrac recognize the importance of secure data, especially when collecting and managing data with personal identifiable information. Members of the implementation team, as well as any Fintrac staff providing support to PMA, are trained on best practices to maintain a secure workspace, including using an antivirus software; not sharing flash drives; changing passwords periodically; locking the computer when away; never transmitting datasets containing personally identifiable information over public or untrusted networks; and keeping all software up to date.

In addition to implementing best practices, data managed in CIRIS is hosted on a secure, private server which may be synchronized to a user's computer at their convenience. Data collected via sample surveys is stored on secure cloud-based servers accessible only by the PMA and Fintrac M&E teams.

Data Reporting, Dissemination, and Use

Fintrac is well-versed in a variety of reporting systems including the Feed the Future Monitoring System (FTFMS), TraiNet, Microenterprise Results Reporting (MRR), Foreign Assistance Coordination and Tracking System (FACTS), and the Development Data Library (DDL). Upon receiving training in USAID/Colombia's MONITOR system, PMA's M&E director will officially register the activity details and indicators into the system, and begin ongoing data entry and monitoring. PMA will ensure all data is reported through appropriate channels at frequencies specified in the project's contract and USAID guidance materials. Reporting frequencies are detailed in each indicator's respective PIRS in Annex II.

PMA will produce quarterly and annual reports to present progress against performance indicators established in the MEL Plan. Output indicators will be collected via continuous routine data collection and presented in quarterly reports, while outcome and impact indicators will be collected through statistically rigorous samples and presented in annual reports. Timely reporting of this information, as well as any major challenges or limitations discovered through routine monitoring and evaluation, will serve as an early warning and forecasting system and allow for project management and USAID to make evidence-based decisions regarding project scope and direction. Data collected for targeted efforts such as success stories and case studies will be incorporated and disseminated as they are identified and prepared.

Reporting on Disadvantaged Groups

Fintrac recognizes the importance of incorporating disadvantaged groups, particularly women, Afro-Colombians, indigenous populations, and youth into the project to not only empower these groups, but also to ensure sustainability of project impact. These groups will be identified as such in CIRIS to ensure that they are being appropriately targeted and have equal access to project interventions. Data on these groups will be disaggregated and analyzed separately to ensure that the desired outcomes are also being achieved on an equal level. Fintrac will immediately address any discrepancies in access to project services or results achieved among these groups.

Capacity Building

Improved data collection, management, and reporting is crucial to improving decision making across the Colombian agriculture industry. Through trainings on its RDQA methodology and M&E systems, PMA will strengthen the capacity of territorial institutions and partners to collect, organize, and analyze data for performance monitoring and decision-making purposes. Where possible, PMA will engage local ICT companies to provide both data collection and dissemination services through mobile platforms. Examples of relevant industry information that could form the evidence base for decision making include:

- Area under production (area, density, plant date) to accurately forecast demand for seed, fertilizer, and agrochemicals.
- Volume of production to inform traders and end-market buyers.
- Market information (prices, grades, and standards) to inform smallholders and traders on price trends and facilitate price negotiations.
- Validated import, export, and cross-border trade.

PERFORMANCE REPORTING SCHEDULE

The performance reporting schedule, along with additional activities to be conducted under the MEL component of the activity, are provided in Annex I. Additional reporting guidelines are provided in each indicator's PIRS.

4. EVALUATION PLAN

PMA staff are familiar with the content and requirements of USAID's 2016 Evaluation Policy and understand that PMA is subject to a performance evaluation to be contracted directly by USAID.

INTERNAL EVALUATION

To avoid duplicity, PMA has not budgeted for formal mid-term and final evaluations. Rather, PMA will conduct targeted evaluation activities on an ongoing basis to foster accountability and learning. The project will employ rapid, mixed-methods approaches (quantitative and qualitative) with a particular focus on qualitative information and feedback from key stakeholders to gain a holistic perspective on project impact. Examples include stakeholder satisfaction surveys and perceptions analyses followed by more targeted focus group discussions and semi-structured interviews aimed at assessing the efficacy of activity interventions and identifying solutions for problematic areas. These activities will be integrated into the routine duties and responsibilities of the M&E and technical implementation teams at no additional cost, and coordinated to align with beneficiary-based sample survey and routine data collection efforts as well as case-specific needs. Critical questions to guide these evaluative checks include but are not limited to:

- How is PMA progressing against quantitative deliverables and outcomes as specified in the project's AWP and MEL Plan?
- Have the intended results been achieved? Have there been any significant changes to the development hypotheses or critical assumptions that require revisions to the project's strategic (results) framework, indicators, or proposed activities?
- What are the primary impediments and challenges to activity implementation; and how can these be addressed quickly and effectively?
- How do direct beneficiaries and project stakeholders perceive the quality and consistency of PMA interventions? What could be done differently? And how could the project better tailor interventions to their needs?

Evaluation checks will be designed to be quick to implement and targeted to specific issues to allow for rapid and effective adaptive management. The results will be incorporated into the project's AWP and MEL Plan, as necessary, and disseminated to project staff and implementing partners through regular meetings, ensuring that proper incentives are in place to improve performance. PMA's evaluation activities are intrinsically linked to the project's learning approach, which outlines more specific evaluation questions and is described in detail in Section 5.

EXTERNAL EVALUATION

PMA staff are familiar with the different methodologies for conducting both performance and impact (i.e. experimental and quasi-experimental designs) evaluations for measuring activity performance and attribution. PMA will fully collaborate with USAID/Colombia and third party evaluators conducting external evaluations including:

- Articulating the development hypotheses that the evaluations will test.
- Providing demographic, activity, and results data on beneficiaries.
- Providing input on proposed evaluation methodologies and data collection tools.

- Facilitating visits to field-based beneficiaries and stakeholders.
- Incorporating findings and lessons learned into implementation strategies, and participating in the knowledge transfer and learning process post-evaluation.

5. LEARNING PLAN

The Colombian agriculture sector presents an operating environment where change is often unpredictable, highlighting the need for evidence-based adaptive management. PMA's established adaptive management mechanisms, described below in Table 5, will be driven by practical learning questions which will evolve with the project and are designed to dig deeper into activity efficacy. Answers to these questions will form the foundation of knowledge for PMA's two-pronged approach to learning, featuring internal and external feedback loops to inform implementation strategy. Examples of practical learning questions which will drive learning and adaptive management efforts include:

- Which on-farm technologies and practices are the most cost-effective ways for farmers to increase yields and incomes?
- What extension models most effectively lead to the sustained adoption of improved productivity-enhancing technologies in target municipalities?
- Which activity investments effectively incentivize increased lending from financial service providers; investments in rural input distribution networks; and increases in mutually beneficial structured supplier relationships? How is PMA perceived?
- What are the key enabling environment conditions impeding or incentivizing inclusive private sector investment, farmer technology uptake, youth entrepreneurship, and women's leadership? As a result, what institutional and/or policy reform efforts may be necessary?
- What are the primary factors contributing to the sustainability of commercial relationships between producer associations and end-market buyers?
- What benefits do producers obtain when an organization strengthens its business performance?
- How are road improvements contributing to new markets linkages, lower costs, and improved product quality?
- What is inhibiting and/or encouraging vulnerable populations to engage in business opportunities within the targeted value chains?

Internal Project Learning. Senior project management will facilitate sessions with staff at different levels to ensure they understand their responsibility as not only feeding or reading data in our M&E system, but using this data and the principle learning questions to drive activities, revisit assumptions, and identify new solutions. Using project learning notes, PMA will also capture examples of how data and knowledge in action will help the project in assessing its development hypotheses, testing assumptions underpinning behavior changes, and adapting our activities and strategies. Additionally, PMA staff will be able to access Fintrac's proprietary online learning platform (Fintrac University) and its technical courses, communities of practice, and other tools to ensure on-the-ground decision making is based in part on lessons learned and evidence-based best practices shared by colleagues worldwide.

Table 8: Feedback Loops and Adaptive Management Applications

Feedback Loop	Adaptive Management
Internal	
Regular team meetings	Provide updates on progress, discuss challenges, incentivize staff, and reward results

Table 8: Feedback Loops and Adaptive Management Applications

Feedback Loop	Adaptive Management
Monthly review of project work plan	Ensure activities are taking place in the necessary timeframe
Monthly monitoring of project beneficiaries collected through training and other activity data	Effective beneficiary targeting by key demographic criteria (i.e. sex, region, ethnicity)
Monthly monitoring of technical staff technical assistance and training records	Ensure project staff are providing sufficient and equitable training across beneficiary groups; assist staff in planning efficient visit routes
Quarterly review of partner performance reports	Ascertain partner performance (beneficiary targeting, demonstrations established, co-investment leveraged)
Annual analysis of quantifiable outcome data based on survey results	Revise project's work plan and AMELP; add or remove indicators based on relevance and revise targets
Mid-term evaluation	Solicit objective, third-party analysis of project performance; incorporate recommendations
Periodic qualitative assessments to gauge client satisfaction, perceptions, relationships among key value chain actors	Gain tacit knowledge of industry stakeholders; adjust implementation activities to better suit the needs of the target beneficiary populations
External	
Publish success stories and case studies	Highlight best practices and encourage replication by other stakeholders
Participate on third-party working groups and communities of practice among stakeholders	Identify industry needs, constraints, and opportunities; share successes and failures; avoid duplicative efforts
Develop and participate in knowledge sharing platforms (i.e. interactive websites, webinars)	Share knowledge across a diverse range of stakeholders; develop innovative ideas; problem-solving

Learning & Capacity Building through Stakeholder Networks. PMA recognizes the need for coordination of activities – across donors, programs, private companies, and the GOC. Lessons learned (both positive and negative) must be effectively communicated across entities to foster a cooperative learning environment. To address this need, PMA will participate in working groups comprised of other implementing partners, the GOC, and other identified stakeholders to exchange knowledge, address common challenges, coordinate efforts, avoid duplicity, learn from failures, and scale successful interventions. The Chief of Party (COP), M&E director, and other technical specialists (depending on location and thematic area), will meet with these groups regularly to share accomplishments and constraints and assess current market conditions. Evidence-based analyses, case studies, and lessons learned will be shared through the working groups, and collaborative awareness campaigns and industry events will be launched as deemed useful by participants.

6. PERFORMANCE INDICATOR REFERENCE SHEETS

The Performance Indicator Reference Sheets (PIRS) on the following pages provide clear definitions of indicators, justifications of their utility, means of verification, data sources and collection methodologies to establish sound data management procedures for tracking and reporting. For USAID Standard Indicators, PMA has used the Feed the Future Indicator Handbook definitions as of September 2016, with further elaboration, where necessary, to reflect PMA's interpretation.

These PIRS have been completed to accurately measure the intended results and to ensure compliance with the data management guidance set forth in Automated Directives Systems (ADS) Chapters 201.

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: N/A	
Name of Activity Sub-Intermediate Result: N/A	
Name of Indicator: PAC-01 Number of households benefiting directly from USG assistance (EG.3-1)	
Is this an Output Indicator? Yes	**Is this an Outcome Indicator?** No
Is this a Standard indicator? Yes	
DESCRIPTION	
Precise Definition(s): A household is benefiting directly if it contains at least one individual who is a direct beneficiary. An individual is a direct beneficiary if s/he comes into direct contact with the set of interventions (goods or services) provided by the activity. Individuals who receive training or benefit from activity-supported technical assistance or service provision are considered direct beneficiaries, as are those who receive a ration or another type of good. The intervention in which the individual participates needs to be significant, meaning that if they only are contacted or touched by an activity through brief attendance at a meeting or gathering, that intervention is not significant and s/he should not be counted as a direct beneficiary. An indirect beneficiary who does not have direct contact with the activity and does not directly receive goods or services from the activity should not be counted even if he/she still benefits. This includes a neighbor who sees the results of an improved technology applied by a direct beneficiary and decides to apply it himself/herself or an individual who hears a radio message but does not receive any other training or counseling from the activity. Households benefiting from interventions in agriculture, nutrition-sensitive agriculture and nutrition can be included under this indicator. For PMA purposes, a household is considered a direct beneficiary if at least one household member enters into contact with either of the following sets of interventions, illustrative: **Set 1. Producers.** People receiving technical assistance through different methodologies. Examples: (i) A person with a productive unit where a demonstration site has been established. (ii) A person with a productive unit involved in training and technical assistance within the demonstration site. (iii) A person receiving direct technical assistance within respective productive unit using other methodologies such as service crews (cuadrilla) training, and extension agents. **Set 2. Trainees.** (i) People participating in at least 3 training sessions. (ii) Training of trainers (Examples: Rubber tappers, coffee pickers, milking personnel). (iii) Rural women and young people involved in social inclusion activities (Examples: Baristas, young people delivering rural extension services, transforming and enterprising women, rural schools). **Set 3. Beneficiaries of infrastructure.** (i) Road infrastructure: People declared by the Community Action Groups (Juntas de Acción Comunal)/Cabildos/Resguardos/Community Councils (consejos comunitarios) as direct beneficiaries from such road improvements. (ii) Productive infrastructure: People benefitting directly from productive infrastructure as well as from production and post-harvest equipment. Example: Greenhouses, irrigation systems, storage centers, processing centers, packaging machines, cooling tanks, among others.	

Unit of Measure: Number; specific to the number of households directly benefiting during the current reporting year (non-cumulative).
Disaggregated by: Duration: New, Continuing. *Households reported as benefiting should be those benefiting in the current reporting year. Any households that benefited in a previous year but were not benefiting in the reporting year should not be included. Any household that benefited in the previous year and continues to benefit in the reporting year should be counted under "Continuing." Any household that benefited for the first time during the current reporting year should be counted under "New." No household should be counted under both "Continuing" and "New."* Location: Rural, Urban/peri-urban. For purposes of PMA, all beneficiaries will be considered rural. *Note: The definition of "rural" and "urban/peri-urban" should be the definition used by the national statistical service.* Geographic Scope: department; municipality.
Justification & Management Utility: Ensuring adequate coverage and scale of PMA activities is essential for the results achieved with direct beneficiaries to make a meaningful contribution to reductions in poverty.
PLAN FOR DATA ACQUISITION
Data Collection Method: Data will be collected via registration forms for producers' associations and subsequent activity (technical assistance, training, etc.) participation forms.
Data Source(s): PMA smallholder beneficiaries.
Method of Transfer to USAID: Electronic.
Frequency & Timing of Data Acquisition: Continuous; integrated into routine monitoring, training, and technical assistance activities.
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.
Individual Responsible at IP (title): PMA M&E Director.
Individual Responsible for Providing Data to USAID: PMA M&E Director.
Location of Data Storage: CIRIS.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: May 15th, 2018
Known Data Limitations and Significance (if any): (i) It is possible that a household will benefit from one or more set of interventions. (ii) It is possible that one or more members of the household will participate in more than one set of program interventions. (iii) In the case of set1 producers, not all, though, will receive direct technical assistance in their plots; consequently, the collection of GPS coordinates will be limited to the visits to each plot. (iv) It is possible that some beneficiaries refuse to provide personal identification data due to security issues. (v) It is possible, in the case of indigenous communities, that some individuals do not have ID (cédula de ciudadanía). (vi) It is possible, during training sessions, that participants may provide false information about their identity. (vii) It is possible that trainees may provide incomplete information regarding their identification (names, surnames, ID, dates of birth, sex and ethnicity).
Actions Taken or Planned to Address Data Limitations: (i) and (ii) controls will be established along with the partners, in order to monitor household registration into the CIRIS system. (iii) Partners will be equipped with a GPS that will be used to collect coordinates during technical assistance visits in each farm; accordingly with the limited number of technicians. (iv) and (v) an internal coding system will be created for individuals without a ID in order to prevent duplicate entries. (vi) y (vii) IDs will be checked via the Colombia official website (Sistema Integral de Información de la Protección Social – Registro Único de Afiliados); nonexistent identification numbers or those that do not match the corresponding names and surnames will be sent to the partners for further review; information proven to be false will not be registered in CIRIS.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: CIRIS quarterly progress reports listing and summarizing the number of households and corresponding disaggregation, according to PIRS specifications.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS on Quarterly reports as well as in MONITOR

Review of Data: Three quality control steps conducted by: (1) PMA Regional M&E team with partners before data entry into CIRIS; (2) PMA M&E Director validating CIRIS reports with supporting documentation stored in Dropbox; (3) PMA M&E Director and Fintrac Home office before data entry into Monitor.
Reporting of Data: Quarterly.
OTHER NOTES
Notes on Baselines/Targets: n/a
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: N/A	
Name of Activity Sub-Intermediate Result: N/A	
Name of Indicator: PAC-02 Value of incremental net income of producers in promoted value chains (Custom)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** Yes
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): For productive operations, net income is the difference between the total value of sales of on-farm products and the cost of producing them. Input costs included will be those that are easily ascertained. These are likely to be the cash costs. All costs estimated to be at least 5% of the total input cost will be included. Most likely items are: purchased seed, feed, fertilizer, pesticides, hired labor, and hired or contracted machine/veterinary/extension services for agricultural products. To maintain consistency with baseline calculations, the scope of productive operations refers to the production cycle ending at the farm-gate; therefore all costs to that point will be included. Costs such as farm equipment, machinery, and land purchase (often paid through credits) which have a useful life of more than one year will not be included as production costs for this calculation. They will, however, be captured separately as on-farm investments, including sources of credit used to obtain them. This indicator collects value (in US dollars) of incremental net income from direct beneficiaries for its calculation. This only includes income by the direct beneficiaries on the specific PMA value-chain. Only counts income in the reporting year that is attributable to PMA investment, i.e. where PMA assisted the individual farmer directly. This indicator is related to the indicator *PAC-04 Value of smallholder incremental sales generated with USG assistance (EG.3.2-19)* but also includes production costs to calculate net income, for both indicators the baseline data will be compared to the sales reported by smallholder beneficiaries taking part of the annual survey.	
Unit of Measure: Colombian Pesos (COP).	
Disaggregated by: Commodity.	
Justification & Management Utility: Incremental net income is a measure of the competitiveness of smallholders. This measurement helps track farmer profitability, as a result of reductions in production costs and sales increases.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via beneficiary-based sample surveys, see Annex II. Value of incremental net income (in Pesos COP) is calculated as the total value of income of on-farm products (of the specific value-chain attributable to PMA investment) minus cost of production, relative to a base year to get the increment.	
Data Source(s): PMA smallholder beneficiaries.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Annually.	
Estimated Cost of Data Acquisition: Medium, requiring annual beneficiary based surveys.	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: Mobile data collection cloud system.	
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment: July 19th, 2018	
Known Data Limitations and Significance (if any): Transportation will not be included in the net income calculation as they were not considered in the baseline, yet they can represent a significant cost to the farmers.	
Actions Taken or Planned to Address Data Limitations: Transportation costs (where applicable) will be tracked through annual surveys to monitor the costs incurred by the producers as well as the impacts of improvements in tertiary roads.	
Date of Future Data Quality Assessments: TBD	

Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Following field-based data collection, the results will be cleaned, analyzed, and extrapolated to the project population for the reporting year. The baseline obtained from FEDESARROLLO will similarly be extrapolated to the current beneficiary population in order to make accurate comparisons. Analysis will be conducted primarily using MS Excel and the statistical software package, STATA.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS on Annual reports as well as in MONITOR.
Review of Data: PMA M&E team along with third-party local M&E contractor will define and stablish quality controls during field data collection, and Home office M&E will be engaged to assist with data collection and analysis.
Reporting of Data: Annually.
OTHER NOTES
Notes on Baselines/Targets: The baseline of "value of incremental net income" is the average value of "net income" by value chain by producer, according to the Fedesarrollo baseline.
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: N/A	
Name of Activity Sub-Intermediate Result: N/A	
Name of Indicator: PAC-03 Value of targeted agricultural commodities exported with USG assistance (EG.3.2-23)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** Yes
Is this a Standard indicator? Yes	
DESCRIPTION	
Precise Definition(s): This indicator measures the value of regional and non-regional exports in U.S. dollars attributable to U.S. Government assistance. If relevant to the situation, a commodity should be counted as having been "exported" for purposes of the indicator when it is shipped, not when the contract is signed (because a signed contract could in the end fall through for various reasons) or part or final payment is received by the exporter (because once shipped, it has in fact been "exported", regardless of when (or even whether) the exporter receives payment.) The commodities to be counted are those that are targeted in the work plans and/or contracts of the implementing partners. Exports should include those within and outside of neighboring regions, so as to avoid loss of counter-seasonal exports, which often leave the proximate region. For PMA purposes, exports may be carried out either directly by partners that have signed a contract, or through an exporting company, provided there is evidence of traceability for volume and value exported. A product is considered exported when it has been delivered to international markets, outside Colombian borders. Based on the target value chains, exports to and/or through neighboring regions are not expected. Sales reported by organizations supported by PMA under this indicator are NOT a subset of the value reported under *PAC-05 Value of local sales generated by organizations supported with program assistance (Custom)*. This indicator is not related to the indicator *PAC-04 Value of smallholder incremental sales generated with USG assistance (EG.3.2-19)*. The PAC-03 indicator is measured at the exporters level quarterly, the PAC-04 indicator is measured at the smallholders beneficiaries level via the annual survey, the information sources of these two indicators are different (for the PAC-03 indicator, the source is supported exporters, for indicator PAC-04 is supported smallholders beneficiaries).	
Unit of Measure: Colombian Pesos (COP). Exchange Rate: 2,800 COP/USD.	
Disaggregated by: Commodity. Geographic Scope: department; municipality	
Justification & Management Utility: Increased agricultural trade is one of the end results of efficient markets. Increased exports will also reflect improved product quality and increased recognition of Colombian products on international markets.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via sales records of organizations that are being supported by the program, and that are exporting either directly or through a third party – an exporting company. Sum of reported export sales.	
Data Source(s): PMA-supported exporters.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Quarterly, through regular reporting with alliance partners.	
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: CIRIS.	
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment: July 19th, 2018	
Known Data Limitations and Significance (if any): (i) Exported product is usually comprised of various batches from different sources and it is possible that the exporter is not able to accurately provide traceability. (iii) The partner who exports might not be able to accurately identify the proportion that comes from producers supported by PMA.	

Actions Taken or Planned to Address Data Limitations: Assessments will be conducted, to some exporting organizations in order to estimate the proportion than belongs to PMA supported producers. Adjustments will be made to export figures based on assessment results.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Data will be disaggregated and analyzed according to the specifications of the PIRS, including time-series comparisons by sector and alliance partner.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS on Quarterly and Annual reports as well as in MONITOR
Review of Data: Three quality control steps conducted by: (1) PMA Regional M&E team with partners before data entry into CIRIS; (2) PMA M&E Director validating CIRIS reports with supporting documentation stored in Dropbox; (3) PMA M&E Director and Fintrac Home office before data entry into Monitor.
Reporting of Data: Quarterly.
OTHER NOTES
Notes on Baselines/Targets: The baseline of “value of targeted agricultural commodities exported” is the average of value of agricultural commodities exported by 94 organization, according with the Fedesarrollo´s baseline.
Other Notes: Using a fixed exchange rate of 2,800 COP/USD according to contractual stipulation.
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Improved Domestic and Export Market Integration	
Name of Activity Sub-Intermediate Result: N/A	
Name of Indicator: PAC-04 Value of smallholder incremental sales generated with USG assistance (EG.3.2-19)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** Yes
Is this a Standard indicator? Yes	
DESCRIPTION	
Precise Definition(s): This indicator collects both volume (in metric tons) and value (Pesos COP) of sales of targeted commodities from smallholder direct beneficiaries for its calculation. This includes all sales by the smallholder direct beneficiaries of the targeted commodity(ies), not just farm-gate sales. Only count sales in the reporting year that are attributable to USG investment, i.e. where USG assisted the individual farmer directly. Examples of USG assistance include facilitating access to improved seeds, other inputs, extension services, markets and other activities that benefited smallholders. For the purposes of PMA, the value of incremental sales measures the value (in Colombian Pesos) of the total amount of targeted agricultural products sold by small-holder direct beneficiaries relative to a base year and is calculated as the total value of sales of a product (crop, animal, or fish) during the reporting year minus the total value of sales in the base year. PAC-04 tracks the sales reported at smallholder beneficiary level, through the annual sample survey while both *PAC-03 Value of targeted agricultural commodities exported with USG assistance (EG.3.2-23)* and *PAC-05 Value of local sales generated by organizations supported with program assistance (Custom)* are tracked at the organization level on a quarterly basis. As PAC-04 is intended to capture total sales (for target value chains) at the farmer-level, it could overlap with *PAC-03 Value of targeted agricultural commodities exported with USG assistance (EG.3.2-23)* in rare cases if the product is exported directly from the farmer (ie: microlots); however, this is expected to be minimal. These two indicators represent sales at different levels in the value-chain, and one is not a subset of the other. As not all farmer-level sales are made to/through producer organizations, PAC-04 captures data on smallholder sales to **all** end-buyers/markets including producer organizations, local markets, processors, exporters, etc. *PAC-05 Value of local sales generated by organizations supported with program assistance (Custom)* captures sales from organization to end-buyers/markets. As these sales are made at different levels of the value-chain, both indicators represent distinct sales, and one is not a subset of the other.	
Unit of Measure: Colombian Pesos (COP). Volume (metric tons) and number of direct beneficiaries covered under the indicator will also be collected.	
Disaggregated by: Commodity. Geographic Scope: department/municipality *Note: Horticultural product-specific disaggregation is not required for the Incremental Sales indicator; the overall "Horticulture" commodity disaggregate can be used if necessary.*	
Justification & Management Utility: Value (in Pesos COP) 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 smallholder farmers. Improving markets will contribute to the Key Objective of increased agricultural productivity and production, which in turn will reduce poverty and thus achieve the goal. Lower level indicators help set the stage to allow markets and trade to expand.	
PLAN FOR DATA ACQUISITION	

Data Collection Method: Data will be collected via beneficiary-based sample surveys, see Annex II. The value of incremental sales measures the value (in Pesos COP) of the total amount of targeted agricultural products sold by smallholder direct beneficiaries relative to a base year and is calculated as the total value of sales of a product (crop or animal) during the reporting year minus the total value of sales in the base year. The number of direct beneficiaries of activities will increase over time as the activity rolls out. Therefore, the average sales per beneficiary will be multiplied by the number of beneficiaries in each reporting year to create an adjusted baseline sales value.
Data Source(s): PMA smallholder beneficiaries.
Method of Transfer to USAID: Electronic.
Frequency & Timing of Data Acquisition: Annually.
Estimated Cost of Data Acquisition: Medium, requiring annual beneficiary based surveys.
Individual Responsible at IP (title): PMA M&E Director.
Individual Responsible for Providing Data to USAID: PMA M&E Director.
Location of Data Storage: Mobile data collection cloud system.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: May 15th, 2018
Known Data Limitations and Significance (if any): (i) There is no baseline data for fruits and vegetables due to limited observations collected in Fedesarrollo's sample that do not allow for an adequate statistical representativeness (ii) Sales prices fluctuate, producers do not keep records.
Actions Taken or Planned to Address Data Limitations: (i) Establish a baseline for fruits and vegetables based on technical estimation. (ii) Producers will receive training on record keeping.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Following field-based data collection, the results will be cleaned, analyzed, and extrapolated to the project population for the reporting year. The baseline obtained from FEDESARROLLO will similarly be extrapolated to the current beneficiary population in order to make accurate comparisons. Analysis will be conducted primarily using MS Excel and the statistical software package, STATA.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS on Annual reports as well as in MONITOR.
Review of Data: PMA M&E team along with third-party local M&E contractor will define and stablish quality controls during field data collection, and Home office M&E will be engaged to assist with data collection and analysis..
Reporting of Data: Annually.
OTHER NOTES
Notes on Baselines/Targets: The baseline of "Value of smallholder incremental sales" is the average "value of smallholder sales" by value chain by producer, according with the Fedesarrollo´s baseline.
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Improved Domestic and Export Market Integration	
Name of Activity Sub-Intermediate Result: N/A	
Name of Indicator: PAC-05 Value of local sales generated by organizations supported with program assistance (Custom)	
Is this an Output Indicator? Yes	**Is this an Outcome Indicator?** No
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): This indicator collects value (in Pesos COL) of sales of targeted commodities from organizations directly benefited. Sales will be accounted for under this indicator when done directly by a signatory partner of the agreement with PMA, as well as those performed by formal or informal organizations that are part of an active partnership agreement whereby producers belong to its membership; likewise, such sales delivered through a third party–an external trader or dealer doing business with either first or second-tier organizations, PMA beneficiaries. Finally, sales made through new market linkages achieved through PMA support will be also added. In any case, sales may be certified by the signatory organization of the partnership agreement with PMA. Only such sales performed on local markets, within Colombian territory, will be registered. Sales of products sent abroad will be considered as "exports", and reported under the indicator *PAC-03 Value of targeted agricultural commodities exported with USG assistance (EG.3.2-23)*, and will not be aggregated to the current indicator. PAC-05 measures local sales, aggregated at organization level, from organizations participating in PMA, and reported on a quarterly basis, while indicator *PAC-04 Value of smallholder incremental sales generated with USG assistance (EG.3.2-19)* is measured at smallholder beneficiary's level trough annual survey. Additionally, PAC-05 is not incremental as opposed to PAC-04 which measures the variation of sales between the baseline and the advance of sales but at the level of the smallholder farmers. PAC-05 is not a subset of *PAC-04 Value of smallholder incremental sales generated with USG assistance (EG.3.2-19)*. As not all farmer-level sales are made to/through producer organizations, PAC-04 captures data on smallholder sales to **all** end-buyers/markets including producer organizations, local markets, processors, exporters, etc. *PAC-05* captures sales from organization to end-buyers/markets. As these sales are made at different levels of the value-chain, both indicators represent distinct sales, and one is not a subset of the other.	
Unit of Measure: Colombian Pesos (COP).	
Disaggregated by: Commodity. Geographic Scope: department; municipality	
Justification & Management Utility: Value (Pesos COL) of purchases from organizations of targeted commodities is a measure of the competitiveness of those organizations. This measurement also helps track access to markets and progress toward commercialization by organizations farmers. Improving markets will contribute to the Key Objective of increased agricultural productivity and production, which in turn will reduce poverty and thus achieve the goal. This indicator help set the stage to allow markets and trade to expand.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via producer organization sales records. The value of sales measures the value (in Pesos COP) of the total amount of targeted agricultural products sold by organizations direct beneficiaries, is calculated as the total value of sales of a product (crop or animal) during the reporting quarterly.	
Data Source(s): PMA beneficiary/partner organizations.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Quarterly.	
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.	
Individual Responsible at IP (title): PMA M&E Director.	

Individual Responsible for Providing Data to USAID: PMA M&E Director.
Location of Data Storage: CIRIS.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: May 15th, 2018
Known Data Limitations and Significance (if any): (i) It is possible that sales certifications will not reflect the totality (100%) of sales of the organizations supported by PMA. (ii) Some organizations do not have tracking systems in place to disaggregate sales per source, thus, these organizations provide aggregated data involving sales from both PAC beneficiary producers as well as from non-beneficiaries.
Actions Taken or Planned to Address Data Limitations: (i) To the extent possible PMA will conduct assessments to estimate volume and value of product that PMA farmer beneficiaries do not sell to the partner organizations they belong to; additionally, (ii) PMA will support organizations to develop tracking systems that allow them to have traceability of the raw material purchased from farmers.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: CIRIS sales report aggregate volume and value of sales per organization, commodity and type of product, and geographic location. Data will be disaggregated and analyzed according to the specifications of the PIRS.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS on Quarterly reports as well as in MONITOR.
Review of Data: Three quality control steps conducted by: (1) PMA Regional M&E team with partners before data entry into CIRIS; (2) PMA M&E Director validating CIRIS reports with supporting documentation stored in Dropbox; (3) PMA M&E Director and Fintrac Home office before data entry into Monitor.
Reporting of Data: Quarterly.
OTHER NOTES
Notes on Baselines/Targets: The baseline of "Value of total sales generated" is the average "value of sales generated" by organizations by value chain, according with the Fedesarrollo´s baseline.
Other Notes: Using a fixed exchange rate of 2,800 COP/USD according to contractual stipulation.
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Improved Domestic and Export Market Integration	
Name of Activity Sub-Intermediate Result: Increased Profile of Colombian Products on International Markets	
Name of Indicator: PAC-06 Number of firms receiving USG-funded technical assistance to export (EG.2.2-1)	
Is this an Output Indicator? Yes	**Is this an Outcome Indicator?** No
Is this a Standard indicator? Yes	
DESCRIPTION	
Precise Definition(s): This indicator is defined as the number of firms that received training, technical assistance and/or information from USG-funded trade promotion-related entities. Firms can be formal or informal. If multiple owners, managers or workers in a single firm receive technical assistance over the reporting period, the reporting operating unit should count that as one benefiting firm for the reporting period. USG funding: For the purpose of this indicator, OUs can count technical assistance that was delivered in full or in part as a result of USG assistance. This includes delivery of technical assistance made possible through full or partial funding or in-kind support from the USG. Typically, activities that build export capacity include trade shows, buyer/seller matchmaking programs, market analysis and information, trade finance assistance, and guidance on how to comply with foreign country customs regulations and procedures. One important component of technical assistance to help nations increase their level of exports is counseling and advice to host-country firms on the steps, procedures, and benefits from trading internationally. Trade promotion efforts help to increase private sector capacity to trade and bolster assistance programs aiming to improve and reform of country's trade enabling environment. This indicator refers to the number of firms (producer associations, processors, exporters, etc.) that are receiving support in the form of market linkages, closing business deals, compliance with export market specifications, and other promotional activities to export products in target PMA value chains. To qualify, the firm must receive recurrent, substantive support from PMA (i.e. one-off visits to firms do not count). For the purposes of PMA this indicator classifies firms based on number of employees: micro (1-10 employees), small (11-50 employees), medium (51-200 employees), large (>200employees).	
Unit of Measure: Firms	
Disaggregated by: <u>Geographic Scope</u>: department; municipality <u>Duration</u>: New, continuing. New firms are those that did not receive assistance reportable under this indicator in the previous reporting period; continuing firms are those that received assistance reportable under this indicator in the previous reporting period. <u>Firm size</u>: Micro, Small, Medium, Large as defined above	
Justification & Management Utility: To increase the profile of Colombian products, firms must be facilitated with linkages to potential international buyers and supported to understand and comply with stringent export market requirements. By facilitating prospective exporters in these areas, PMA will build their capacity to effectively attract and negotiate with international buyers.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via registration forms and activity records. Count of firms	
Data Source(s): PMA-supported firms.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Continuous; integrated into routine monitoring, training, and technical assistance activities.	
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.	

Individual Responsible at IP (title): PMA M&E Director.
Individual Responsible for Providing Data to USAID: PMA M&E Director.
Location of Data Storage: CIRIS.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: May 15th, 2018
Known Data Limitations and Significance (if any): It is possible that some organizations, despite receiving frequent technical assistance on export related issues, will not export products during the reporting and/or contract period.
Actions Taken or Planned to Address Data Limitations: An organization will be counted even if no export has been achieved. After completion of the partner agreement, follow up visits/contact will be conducted to verify if there has been any exports as a result of PMA support; in which case, such sales will be registered under the PAC-03.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: CIRIS report provides a list of the organizations that are receiving technical assistance on export issues, both during the reporting period and cumulative. Data will be disaggregated and analyzed according to the specifications of the PIRS.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS on Quarterly reports as well as in MONITOR.
Review of Data: Three quality control steps conducted by: (1) PMA Regional M&E team with partners before data entry into CIRIS; (2) PMA M&E Director validating CIRIS reports with supporting documentation stored in Dropbox; (3) PMA Marketing Specialist, M&E Director and Fintrac Home office before data entry into Monitor.
Reporting of Data: Quarterly.
OTHER NOTES
Notes on Baselines/Targets: n/a
Other Notes: Business size classification taken from: http://www.mipymes.gov.co/publicaciones/2761/definicion_tamano_empresarial_micro_pequena_mediana_o_grande
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Improved Domestic and Export Market Integration	
Name of Activity Sub-Intermediate Result: Increased Compliance with Market Standards	
Name of Indicator: PAC-07 Number of firms receiving USG assistance that have obtained certification with (an) international quality control institution(s) in meeting minimum product standards (EG.2.2-2)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** Yes
Is this a Standard indicator? Yes	
DESCRIPTION	
Precise Definition(s): Firms can be formal or informal. If multiple owners, managers or workers in a single firm receive technical assistance over the reporting period, the reporting operating unit should count that as one benefiting firm for the reporting period. International quality control institutions: An international quality control institution can be a domestic institution that certifies to international standards. For the purposes of PMA this indicator measures the number of supported firms which have achieved certification in relevant internationally recognized standards such as, but not limited to: GlobalGAP, UTZ, Rainforest Alliance, 4C, Fair Trade, and Certified Organic. As long as the certification is a requisite to access specific market and requested by a buyer, then certification will be the result of direct assistance to pursue such a key certification, and will be an outcome of improving practices as a result of the assistance provided by PMA.	
Unit of Measure: Firms	
Disaggregated by: Geographic Scope: department; municipality	
Justification & Management Utility: Compliance with export market standards is crucial to differentiating products and achieving price premiums for supported firms. Achievement of certifications will directly contribute to the overall PMA goal of increasing export sales and will contribute to increase farmer income.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via certification records. Count of firms	
Data Source(s): PMA-supported firms.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Continuous; integrated into routine monitoring, training, and technical assistance activities.	
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: CIRIS.	
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment: May 15th, 2018	
Known Data Limitations and Significance (if any): Compliance of domestic standards is also promoted by PMA, given that the larger volume of product is traded at a local level. Likewise, this indicator does not consider recertification processes, and it may only be reported once a certification is achieved. All management proceedings needed to obtain such certification may not be registered, thus it is considered as a restrictive indicator.	
Actions Taken or Planned to Address Data Limitations: A custom indicator was developed in order to account the number of organizations receiving technical assistance on international and domestic quality standards, as well as on recertification processes, PAC-08.	
Date of Future Data Quality Assessments: TBD	
Procedures for Future Data Quality Assessments: TBD	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	

Data Analysis: CIRIS report provides a list of organizations that have received technical assistance on international quality standards, both during the reporting period and cumulative. This data will be disaggregated and analyzed according to PIRS specifications.
Presentation of Data: Data will be presented according to the specifications of the PIRS on Quarterly reports as well as in MONITOR.
Review of Data: Documentation will be verified by Marketing Specialist and reviewed by M&E Director.
Reporting of Data: Annually
OTHER NOTES
Notes on Baselines/Targets: n/a
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Improved Domestic and Export Market Integration	
Name of Activity Sub-Intermediate Result: Increased Compliance with Market Standards	
Name of Indicator: PAC-08 Number of firms receiving USG-funded technical assistance to comply with minimum national or international quality control standards (Custom)	
Is this an Output Indicator? Yes	**Is this an Outcome Indicator?** No
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): This indicator measures the number of firms (formal or informal - micro, small, and medium enterprise) that received technical assistance to meet required market specifications. These can include standards related to the quality and condition of the products (i.e. size, weight, shape, moisture content, cadmium levels, etc.) required by end-buyers as well as relevant nationally- and internationally-recognized standards such as ICA (BPA), INVIMA (ISO), INCONTEC (NTC1252), Federación Nacional de Cafeteros (Resolución 05 de 2015), GlobalGAP, UTZ, Rainforest Alliance, 4C, Fair Trade, Certified Organic, among others. This indicator includes firms that receive direct assistance in obtaining recertification and/or maintaining certification status. This indicator measures the organizations that receive technical assistance in national and international standards, while the indicator *PAC-07 Number of firms receiving USG assistance that have obtained certification with (an) international quality control institution(s) in meeting minimum product standards (EG.2.2-2)* measures only those that obtain an international certification, not national certifications, indicator PAC-07 is restrictive. The organizations that achieve a certification of international standards count on both indicators (PAC-07 and PAC-08). The organizations that have received technical assistance and achieve national certifications such as those that don´t achieve national or international certifications, count only for this indicator PAC-08.	
Unit of Measure: Firms	
Disaggregated by: Geographic Scope: department/municipality Type of Standard: Local/International. Status: Recertification/Maintaining certification, n/a.	
Justification & Management Utility: Compliance with commodity standards and buyer specifications is crucial to respond to market demand, and provide a means for measuring levels of quality and value for agricultural commodities. These standards provide a basis for local and international trade and promote efficiency in marketing and procurement. It could also lead to achieving price premiums, if applicable. It also supports the sense of ownership and hence the contributing to the sustainability of a firm.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via activity records. Count of firms	
Data Source(s): PMA-supported firms.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Continuous; integrated into routine monitoring, training, and technical assistance activities.	
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: CIRIS.	
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment: July 19th, 2018	
Known Data Limitations and Significance (if any): It is possible that some organizations, despite receiving technical assistance on standards compliance, either domestic or international, will not achieve a domestic or international certification or a recertification during the contract period.	

Actions Taken or Planned to Address Data Limitations: An organization will be accounted for as beneficiary of technical assistance on domestic or international standard compliance, even though the certification has not been granted. After completion of partner agreement, the organization will be tracked in order to determine if such organization obtained any type of certification prior to PMA closure.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: CIRIS report provides a list of organizations that have received technical assistance on domestic quality standards, both during the reporting period and cumulative. This data will be disaggregated and analyzed according to PIRS specifications.
Presentation of Data: Data will be disaggregated according to the specifications of the PIRS, and presented in Quarterly reports as well as in MONITOR.
Review of Data: Activity records will be verified by Marketing Specialist and reviewed by M&E Director.
Reporting of Data: Quarterly.
OTHER NOTES
Notes on Baselines/Targets: n/a
Other Notes: Resolución 05, 2015 in the next link: https://federaciondecafeteros.org/static/files/RESOL05.pdf
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Improved Domestic and Export Market Integration	
Name of Activity Sub-Intermediate Result: Expanded Market Linkages Between Producers & Markets	
Name of Indicator: PAC-09 Number of firms receiving USG-funded technical assistance for improving business performance (EG.5.2-1)	
Is this an Output Indicator? Yes	**Is this an Outcome Indicator?** No
Is this a Standard indicator? Yes	
DESCRIPTION	
Precise Definition(s): Firms can be formal or informal. If multiple owners, managers or workers in a single firm receive technical assistance over the reporting period, the reporting operating unit should count that as one benefiting firm for the reporting period. Technical assistance includes the transfer of knowledge and/or expertise by way of staff, formal or informal skills training, and research work to support quality of program implementation and impact, support administration, management, representation, publicity, policy development and capacity building. The technical assistance should have the explicit goal of improving business performance in terms of profit and revenue or employment through improving management or workers' generic financial or management practices, or industry or market-specific knowledge and practices. Technical assistance includes both human and institutional resources. Technical assistance does not include financial assistance. USG funding: For the purpose of this indicator, OUs can count technical assistance that was delivered in full or in part as a result of USG assistance. This may include providing funds to pay teachers, providing training facilities, or other key contributions necessary to ensure training is delivered. This indicator does not automatically count any course for which the USG helped develop the curriculum, but rather focuses on delivery of capacity-building or courses made possible through full or partial funding or in-kind support from the USG.	
Unit of Measure: Firms	
Disaggregated by: <u>Geographic Scope</u>: department; municipality <u>Type of firm</u>: Formal, Informal <u>Duration:</u> New, continuing. New firms are those that did not receive assistance reportable under this indicator in the previous reporting period; continuing firms are those that received assistance reportable under this indicator in the previous reporting period.	
Justification & Management Utility: Technical assistance should improve business performance and therefore economic growth in the sector.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via registration forms and activity records. Count of firms assisted by PMA.	
Data Source(s): PMA-supported firms.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Continuous; integrated into routine monitoring, training, and technical assistance activities, and presented in Quarterly reports as well as in MONITOR.	
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: CIRIS.	
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment: May 15th, 2018	
Known Data Limitations and Significance (if any): An organization may have one or more PMA contracts/agreements and receive, during each mechanisms' term, technical assistance aimed at strengthening its business performance.	

Actions Taken or Planned to Address Data Limitations: An organization that has received technical assistance aimed at strengthening its business performance will be recorded only once, despite having more than one contract/agreement.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: CIRIS report provides a list of all registered organizations receiving technical assistance on business enhancement, both during the period and cumulative. This data will be disaggregated and analyzed according to PIRS specifications.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS, and presented in Quarterly reports as well as in MONITOR.
Review of Data: Three quality control steps conducted by: (1) PMA Regional M&E team with partners before data entry into CIRIS; (2) PMA M&E Director validating CIRIS reports with supporting documentation stored in Dropbox; (3) PMA Business Strengthening Specialist, M&E Director and Fintrac Home office before data entry into Monitor.
Reporting of Data: Quarterly
OTHER NOTES
Notes on Baselines/Targets: n/a
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Improved Domestic and Export Market Integration	
Name of Activity Sub-Intermediate Result: Expanded Market Linkages Between Producers & Markets	
Name of Indicator: PAC-10 Number of public-private partnerships formed as a result of USG assistance (EG.3.2-5)	
Is this an Output Indicator? Yes	**Is this an Outcome Indicator?** No
Is this a Standard indicator? Yes	
DESCRIPTION	
Precise Definition(s): This indicator counts the number of public-private partnerships (PPPs) in agriculture or nutrition formed during the reporting year due to the Producers to Market Alliances Activity (PMA). A public-private partnership is considered formed when there is a clear agreement, usually written, between two or more formal entities to work together to achieve a common objective. There must be either a cash or in-kind significant contribution to the effort by both the public and the private entity or entities. The essential characteristics of a PPP are: 1. The objective of the partnership agreement between the public and private entity(ies) is to achieve a common good, 2. The private sector partner's contribution to the PPP goes beyond the private sector partner's immediate commercial interests, 3. The public contribution is leveraging private resources that the private entity would not otherwise be contributing. To count as a PPP, the private entity must spend or contribute something that is additional, or above and beyond what it would normally spend/contribute as a usual cost of doing business. Do not count as a PPP an agreement that involves the private entity simply attending to its day-to-day business needs (e.g., a processor purchasing produce). Do not count as a private sector contribution to a PPP purchase agreements between a firm and project's beneficiaries, investments made by a firm in its own operations, or loans made under a USAID loan guarantee. A public entity can be the national or a sub-national government as well as a donor-funded implementing partner. USAID must be one of the public partners. USAID is almost always represented in the partnership by its implementing partner. For-profit enterprises and NGOs are considered private. It includes state enterprises that are non-profit. A state-owned enterprise which seeks to make a profit (even if unsuccessfully) is counted as a private entity. An agricultural activity is any activity related to strengthening the supply of agricultural inputs, application of production methods, agricultural processing, marketing or transportation. A nutritional activity includes any activity focused on improving the nutritional content of agricultural products as provided to consumers, developing improved nutritional products, increasing support for nutrition service delivery, etc. PPPs can be long or short in duration (length is not a criteria for measurement). A mission or an activity may form more than one partnership with the same entity, but this is likely to be rare. Count both Global Development Alliance (GDA) partnerships and non-GDA partnerships. Count only public-private partnerships formed during the current reporting year. Any partnership that was formed in a previous year should not be included. Do not count the number of transactions, only the number of partnerships formed during the reporting year. Partnerships that include multiple partners should only be counted once.	
Unit of Measure: PPPs	

Disaggregated by: Geographic Scope: department; municipality. Partnership focus (refer to the primary focus of the partnership): agricultural production; agricultural post-harvest transformation; nutrition; multi-focus (use this if there are several components of the above sectors in the partnership); other (do not use this for multi-focus partnerships). GDAs and non-GDAs partnerships. Value chain: Cocoa, Coffee, Dairy, Latex, Tropical F&V.
Justification & Management Utility: PMA pursues PPPs to leverage additional resources toward our public good goals. The assumption of this indicator is that if more partnerships are formed it is likely that there will be more investment in agriculture or nutrition-related activities.
PLAN FOR DATA ACQUISITION
Data Collection Method: The partner must gather and keep record or supportive evidence of sources to accounting for the reported resources. In-kind resources must be valuated (converted) to currency values by equivalent current market values of using the respective goods/services, instead of owing them. Although disaggregates are recorded, a lump sum of cash and in-kind, private value will be reported. Count of firms.
Data Source(s): Third party private organization.
Method of Transfer to USAID: Electronic.
Frequency & Timing of Data Acquisition: Continuous; integrated into routine monitoring, training, and technical assistance activities.
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.
Individual Responsible at IP (title): PMA M&E Director.
Individual Responsible for Providing Data to USAID: PMA M&E Director.
Location of Data Storage: Sub-awards Tracking System
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: July 19th, 2018
Known Data Limitations and Significance (if any): None.
Actions Taken or Planned to Address Data Limitations: None.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Data will be disaggregated and analyzed according to the specifications of the PIRS.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS, and presented in Quarterly reports as well as in MONITOR.
Review of Data: Three quality control steps conducted by: (1) PMA Regional M&E team with partners before data entry into CIRIS; (2) PMA M&E Director validating CIRIS reports with supporting documentation stored in Dropbox; (3) PMA Activity Fund Manager, M&E Director and Fintrac Home office before data entry into Monitor.
Reporting of Data: Quarterly.
OTHER NOTES
Notes on Baselines/Targets: n/a
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

<table>
<tr><th colspan="2">Performance Indicator Reference Sheet</th></tr>
<tr><td colspan="2">Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities</td></tr>
<tr><td colspan="2">Name of Activity Intermediate Result: Expanded Value Chain Production</td></tr>
<tr><td colspan="2">Name of Activity Sub-Intermediate Result: N/A.</td></tr>
<tr><td colspan="2">Name of Indicator: PAC-11A Productivity of targeted value chain commodities as a result of USG assistance (Custom)</td></tr>
<tr><td>Is this an Output Indicator? No</td><td>Is this an Outcome Indicator? Yes</td></tr>
<tr><td colspan="2">Is this a Standard indicator? No</td></tr>
<tr><td colspan="2">DESCRIPTION</td></tr>
<tr><td colspan="2">Precise Definition(s): Yield is a measure of the total output of production of an agricultural commodity (cocoa, coffee, latex, tropical fruits & vegetables) relative to the total number of units in production (hectares planted of crops during the reporting year). Yield per hectare is a measure of productivity from that farm from USG-assisted producers.

Yield is defined as the volume per unit of production and is calculated from the following data points, reported as totals across all IM direct beneficiaries:
1. Total Production (kg) by direct beneficiaries during the reporting period (TP);
2. Total Units of Production: Area planted in ha (UP) during the reporting year.
Yield per hectare = TP/UP

If there is more than one production cycle in the reporting year, the data points for total production (TP) and units of production (UP) should be counted (and summed) each time the land is cultivated, if the same commodity was produced. The sum of TP divided by the sum of UP will provide an estimate of the average yield achieved across the different production cycles. Total production is the amount that is produced, regardless of how it was ultimately used. It also includes any postharvest loss (i.e. postharvest loss should not be subtracted from total production.)</td></tr>
<tr><td colspan="2">Unit of Measure: MT/hectare (crops).</td></tr>
<tr><td colspan="2">Disaggregated by: <u>Geographic Scope</u>: department; municipality
<u>Commodity:</u> type of crop.
<u>Sex</u>: male; female; joint; association-applied. Note, before using the “Joint” sex disaggregate category, partners must determine that decision-making about what to plant on the plot of land and how to manage the plot for the targeted commodity is truly done in a joint manner by male(s) and female(s) within the household. Given what we know about gender dynamics in agriculture, “joint” should not be the default assumption about how decisions about the management of the plot are made.</td></tr>
<tr><td colspan="2">Justification & Management Utility: This indicator measures Sub-Purpose 2: Expanded Value Chain Production, particularly through climate-smart approaches that enable productivity to increase. Yields are a direct measure of value chain production, and increases in productivity strengthen the value chain by making available larger volumes of targeted commodities for purchase in local and export markets.</td></tr>
<tr><td colspan="2">PLAN FOR DATA ACQUISITION</td></tr>
<tr><td colspan="2">Data Collection Method: Data will be collected via beneficiary-based sample surveys, see Annex II.

The following formula will be used to calculate the yields per hectare:

$$\mathbf{YH} = \frac{TP}{UP}$$

YH = Yields per hectare
TP = Total Production (kg) by direct beneficiaries during the reporting period
UP = Total Units of Production: Area planted in ha (for crops)</td></tr>
<tr><td colspan="2">Data Source(s): PMA smallholder beneficiaries.</td></tr>
<tr><td colspan="2">Method of Transfer to USAID: Electronic.</td></tr>
<tr><td colspan="2">Frequency & Timing of Data Acquisition: Annually.</td></tr>
<tr><td colspan="2">Estimated Cost of Data Acquisition: Medium, requiring annual beneficiary-based surveys</td></tr>
</table>

Individual Responsible at IP (title): PMA M&E Director.
Individual Responsible for Providing Data to USAID: PMA M&E Director.
Location of Data Storage: Mobile data collection cloud system.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: May 15th, 2018
Known Data Limitations and Significance (if any): (i) Extended wet or dry seasons may impact yields upon the productive unit. (ii) There is no baseline data for fruits and vegetables due to limited observations collected in Fedesarrollo's sample that do not allow for an adequate statistical representativeness.
Actions Taken or Planned to Address Data Limitations: (i) The annual survey will include questions related to external factors, such as weather conditions or pest and disease incidence, leading to reductions on volume of production, factors that will be assessed upon calculating and analyzing the data. (ii) Establish a baseline for fruits and vegetables based on technical estimation.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis Following field-based data collection, the results will be cleaned, analyzed, and extrapolated to the project population for the reporting year. The baseline obtained from FEDESARROLLO will similarly be extrapolated to the current beneficiary population in order to make accurate comparisons. Analysis will be conducted primarily using MS Excel and the statistical software package, STATA
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS on Annual reports as well as in MONITOR
Review of Data: PMA M&E team along with third-party local M&E contractor will define and stablish quality controls during field data collection, and Home office M&E will be engaged to assist with data collection and analysis.
Reporting of Data: Annually.
OTHER NOTES
Notes on Baselines/Targets: The baseline of "Yields per hectare" is the average "yields per hectare" by producers, by unit of production, according with the Fedesarrollo´s baseline.
Other Notes: The baseline for "Yields per hectare" is calculated using the average of "Yields per hectare" by value chain, according to Fedesarrollo´s baseline.
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Expanded Value Chain Production	
Name of Activity Sub-Intermediate Result: N/A.	
Name of Indicator: PAC-11B Productivity of dairy as a result of USG assistance (Custom)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** Yes
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): Yield is a measure of the total output of production of an agricultural commodity, milk, relative to the total number of units in production (number of producing cows during the reporting year). Yield per animal is a measure of productivity from that livestock activity from USG-assisted producers. Yield is defined as the volume per unit of production per productive day and is calculated from the following data points, reported as totals across all IM direct beneficiaries: 1. Total Production (liters) by direct beneficiaries during the reporting period (TP); 2. Total Units of Production: Number of animals in production (UP). Yield per animal per day = TP/(UP * Number of Productive Days). If there is more than one production cycle in the reporting year, the data points for total production (TP) and units of production (UP) should be counted (and summed) each time milk is produced, dry and rainy season. The sum of TP divided by the sum of UP will provide an estimate of the average yield achieved across the different production cycles. Total production is the amount that is produced, regardless of how it was ultimately used. It also includes any postharvest loss (i.e. postharvest loss should not be subtracted from total production.)	
Unit of Measure: Liters/cow/day.	
Disaggregated by: <u>Geographic Scope</u>: department; municipality <u>Commodity</u> milk. <u>Sex</u>: male; female; joint; association-applied. *Note, before using the "Joint" sex disaggregate category, partners must determine that decision-making about what to plant on the plot of land and how to manage the plot for the targeted commodity is truly done in a joint manner by male(s) and female(s) within the household. Given what we know about gender dynamics in agriculture, "joint" should not be the default assumption about how decisions about the management of the plot are made.*	
Justification & Management Utility: This indicator measures Sub-Purpose 2: Expanded Value Chain Production. Yields are a direct measure of value chain production, and increases in productivity strengthen the value chain by making available larger volumes of targeted commodities for purchase in local the market, including dairy retail and processing.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via beneficiary-based sample surveys, see Annex II. The following formula will be used to calculate the yields per animal per day: $$\mathbf{YC} = \frac{TP}{UP\ x\ \mathrm{N}}$$ **YC** = Yields per animal per day **TP** = Total Production (liters) by direct beneficiaries during the reporting period **UP** = Total Units of Production: Number of animals in production **N=** Number of Productive Days	
Data Source(s): PMA smallholder beneficiaries.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Annually.	
Estimated Cost of Data Acquisition: Medium, requiring annual beneficiary-based surveys	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	

Location of Data Storage: Mobile data collection cloud system.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: May 15th, 2018
Known Data Limitations and Significance (if any): Extended wet or dry seasons may impact yields upon the productive unit.
Actions Taken or Planned to Address Data Limitations: The annual survey will include questions related to external factors, such as weather conditions or pest and disease incidence, leading to reductions on volume of production, factors that will be assessed upon calculating and analyzing the data.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis Following field-based data collection, the results will be cleaned, analyzed, and extrapolated to the project population for the reporting year. The baseline obtained from FEDESARROLLO will similarly be extrapolated to the current beneficiary population in order to make accurate comparisons. Analysis will be conducted primarily using MS Excel and the statistical software package, STATA
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS on Annual reports as well as in MONITOR
Review of Data: PMA M&E team along with third-party local M&E contractor will define and stablish quality controls during field data collection, and Home office M&E will be engaged to assist with data collection and analysis.
Reporting of Data: Annually.
OTHER NOTES
Notes on Baselines/Targets: The baseline of "Yields per cow" is the average "yields per cow" by producers, by unit of production, according with the Fedesarrollo´s baseline.
Other Notes: The baseline for "Yields per cow " is calculated using the average of "Yields per cow" by value chain, according to Fedesarrollo´s baseline.
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Expanded Value Chain Production	
Name of Activity Sub-Intermediate Result: Increased Access to and Adoption of Technologies and Good Agricultural Practices	
Name of Indicator: PAC-12 Number of individuals who have received USG-supported short-term agricultural sector productivity or food security training (EG.3.2-1)	
Is this an Output Indicator? Yes	**Is this an Outcome Indicator?** No
Is this a Standard indicator? Yes	
DESCRIPTION	
USAID Definition (if applicable): This indicator counts the number of individuals to whom significant knowledge or skills have been imparted through interactions that are intentional, structured and purposed for imparting knowledge or skills. The indicator includes farmers, ranchers, fishers and other primary sector producers who receive training in a variety of best practices in productivity, post-harvest management, linking to markets, etc. It also includes rural entrepreneurs, processors, managers and traders receiving training in application of improved technologies, business management, linking to markets, etc. Finally, it includes training to extension specialists, researchers, policymakers and others who are engaged in the food, feed and fiber system and natural resources and water management. There is no predefined minimum or maximum length of time for the training; what is key is that the training reflects a planned, structured curriculum designed to strengthen capacities, and there is a reasonable expectation that the training recipient will acquire new knowledge or skills that s/he could translate into action. However, Operating Units may choose to align their definition of short-term training with the TrainNet training definition of 2 consecutive class days or more in duration, or 16 hours or more scheduled intermittently. Count an individual only once, regardless of the number of trainings received during the reporting year and even if the trainings covered different topics. Do not count sensitization meetings or one-off informational trainings. In-country and off-shore training are included. Training should include food security, water resources management/IWRM, sustainable agriculture, and climate change risk analysis, adaptation, mitigation, and vulnerability assessments as they relate to agriculture resilience, but should not include nutrition-related trainings, which should be reported under indicator HL.9-4 instead. Delivery mechanisms can include a variety of extension methods as well as technical assistance activities. An example is a USDA Cochran Fellow. This indicator counts individuals receiving training, for which the outcome, i.e. individuals applying improved practices, might be reported under EG3.1-17.	
Precise Definition(s): Count of individuals	
Unit of Measure: Number; specific to the number of unique individuals trained during the current reporting year (non-cumulative).	
Disaggregated by: <u>Geographic Scope</u>: department; municipality <u>Type of individual</u>: -Producers (farmers, fishers, pastoralists, ranchers, etc.) -People in government (e.g. policy makers, extension workers) -People in private sector firms (e.g. processors, service providers, manufacturers) -People in civil society (e.g. NGOs, CBOs, CSOs, research and academic organizations) *Note: While producers are included under MSMEs under indicator EG.3.2-3, only count them under the Producers and not the Private Sector Firms disaggregate to avoid double-counting. While private sector firms are considered part of civil society more broadly, only count them under the Private Sector Firms and not the Civil Society disaggregate to avoid double-counting.* <u>Under each Type of individual; layered disaggregate Sex</u>: Male, Female	
Justification & Management Utility: Measures enhanced human capacity for improving agriculture productivity, food security, policy formulation and implementation, which is key to transformational development.	

PLAN FOR DATA ACQUISITION
Data Collection Method: Data will be collected via activity records.
Data Source(s): PMA beneficiaries.
Method of Transfer to USAID: Electronic.
Frequency & Timing of Data Acquisition: Continuous; integrated into routine monitoring, training, and technical assistance activities.
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.
Individual Responsible at IP (title): PMA M&E Director.
Individual Responsible for Providing Data to USAID: PMA M&E Director.
Location of Data Storage: CIRIS.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: May 15th, 2018
Known Data Limitations and Significance (if any): (i) It is possible that some beneficiaries refuse to provide personal identification data due to security issues. (ii) It is possible, in the case of indigenous communities, that some individuals do not have ID (cédula de ciudadanía). (iii) It is possible, during training sessions, that participants may provide false information about their identity. (iv) It is possible that trainees may provide incomplete information regarding their identification (names, surnames, ID, dates of birth, sex and ethnicity).
Actions Taken or Planned to Address Data Limitations: (i) and (ii) an internal coding system will be created for individuals without an ID in order to prevent duplicate entries. (iii) y (iv) IDs will be checked via the Colombia official website (Sistema Integral de Información de la Protección Social – Registro Único de Afiliados); nonexistent identification numbers or those that do not match the corresponding names and surnames will be sent to the partners for further review; information proven to be false will not be registered in CIRIS.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: CIRIS quarterly progress reports listing and summarizing the number of individuals trained and corresponding disaggregation, according to PIRS specifications.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS, and presented in Quarterly reports as well as in MONITOR.
Review of Data: Three quality control steps conducted by: (1) PMA Regional M&E team with partners before data entry into CIRIS; (2) PMA M&E Director validating CIRIS reports with supporting documentation stored in Dropbox; (3) PMA M&E Director and Fintrac Home office before data entry into Monitor.
Reporting of Data: Quarterly.
OTHER NOTES
Notes on Baselines/Targets: n/a
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Expanded Value Chain Production	
Name of Activity Sub-Intermediate Result: Increased Access to and Adoption of Technologies and Good Agricultural Practices	
Name of Indicator: PAC-13 Number of hectares of target crops supported by the program (Custom)	
Is this an Output Indicator? Yes	**Is this an Outcome Indicator?** No
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): Indicates the number of hectares of land reported by the producers with crops with potential to implement best agricultural practices learned or transferred in training activities and technical assistance under PMA. This indicator measures the area (in hectares) of direct beneficiaries' farm land assisted by program technicians and partner organizations funded through PMA activities. In order to be considered, the farm land must belong to a direct beneficiary that is actively attending trainings and receiving technical assistance, to whom knowledge or skills have been imparted through such interactions that are intentional, structured and purposed for imparting knowledge or skills that will be further implemented in his/her farm land. Once declared a direct beneficiary of PMA activities, the corresponding planted area is counted. The farm land is planted with licit crops that are part of the targeted value chains promoted by the program, including livestock management (improved grazing practices, improved fodder crop, cultivation of dual purpose crops). *PAC-14 Number of hectares of land under improved technologies or management practices with USG assistance (EG.3.2-18)* is a subset of PAC-13. PAC-14 measures the hectares under improved technologies promoted by the program and reported by smallholder beneficiaries taking part of the annual survey, while the present indicator PAC-13 tracks all the hectares that are assisted by the program, and reported quarterly.	
Unit of Measure: Hectares; specific to the number of hectares declared by the producers assisted during the current reporting period (non-cumulative).	
Disaggregated by: <u>Geographic Scope</u>: department; municipality <u>Commodity</u>. <u>Sex:</u> Male, Female	
Justification & Management Utility: This is an output indicator linked to *PAC-14 Number of hectares of land under improved technologies or management practices with USG assistance (EG.3.2-18)*. It provides an indication of the total farm area of licit crops where agriculture best practices learned during trainings could be applied, as well as the productive potential of targeted farmers within each value chain and region. It also allows the program to identify market potential in the short and medium term, depending on the crop's growth stage, crop condition, and current productive level.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via producer organization registration list (electronic template). Sum of the number of hectares.	
Data Source(s): PMA smallholder beneficiaries.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Quarterly.	
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: CIRIS.	
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment: May 15th, 2018	
Known Data Limitations and Significance (if any): Based on self-declared area size.	

Actions Taken or Planned to Address Data Limitations: Land size will be assess by region with project technicians and randomly validated by M&E regional teams.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: CIRIS quarterly progress reports provides data of land planted with any value chain promoted by PMA. Data will be disaggregated and analyzed according to the specifications of the PIRS.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS, and presented in Quarterly reports as well as in MONITOR.
Review of Data: Three quality control steps conducted by: (1) PMA Regional M&E team with partners before data entry into CIRIS; (2) PMA M&E Director validating CIRIS reports with supporting documentation stored in Dropbox; (3) PMA M&E Director and Fintrac Home office before data entry into Monitor..
Reporting of Data: Quarterly.
OTHER NOTES
Notes on Baselines/Targets: The baseline for " Number of hectares of target crops supported by the project" is calculated using the average of "Number of hectares" by value chain by producer, according to Fedesarrollo´s baseline (Cocoa: 2.93 ha; Coffee: 1.39 ha; Latex: 3.08 ha; Fruit: 2.65 ha) and an estimated 0.35 ha for vegetables.
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Expanded Value Chain Production	
Name of Activity Sub-Intermediate Result: Increased Access to and Adoption of Technologies and Good Agricultural Practices	
Name of Indicator: PAC-14 Number of hectares of land under improved technologies or management practices with USG assistance (EG.3.2-18)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** Yes
Is this a Standard indicator? Yes	
DESCRIPTION	
Precise Definition(s): This indicator measures the area (in hectares) of land cultivated using U.S. Government-promoted improved technology(ies) or management practice(s) during the reporting year. Technologies to be counted are agriculture-related, land-based technologies and innovations, including those that address climate change adaptation and mitigation. Examples of relevant technologies include: -Crop genetics: e.g. improved/certified seed that could be higher-yielding, higher in nutritional content (e.g. through biofortification, such as vitamin A-rich sweet potatoes or rice, or high-protein maize), and/or more resilient to climate impacts; improved germplasm. -Cultural practices: context specific agronomic practices that do not fit in other categories, e.g. seedling production and transplantation; cultivation practices such as planting density, crop rotation, and mounding. -Livestock management: e.g. improved grazing practices, improved fodder crop, cultivation of dual purpose crops. -Pest and disease management: e.g. Integrated Pest Management; improved fungicides; appropriate application of fungicides; improved and environmentally sustainable use of cultural, physical, biological and chemical insecticides and pesticides; crop rotation; aflatoxin prevention and control during production.-Disease management: e.g. improved fungicides, appropriate application of fungicides. -Soil-related fertility and conservation: e.g. Integrated Soil Fertility Management; soil management practices that increase biotic activity and soil organic matter levels, such as soil amendments to increase fertilizer-use efficiency (e.g. soil organic matter, mulching); improved fertilizer; improved fertilizer use practices; inoculant; erosion control. -Irrigation: e.g. drip, surface, sprinkler irrigation; irrigation schemes. -Water management, non-irrigation-based: e.g. water harvesting; mulching. -Agriculture water management -non-irrigation-based: e.g. water harvesting; sustainable water use practices; practices that improve water quality. -Climate mitigation: technologies selected because they minimize emission intensities relative to other alternatives (while preventing leakage of emissions elsewhere). Examples include low-or no-till practices; restoration of organic soils and degraded lands; efficient nitrogen fertilizer use; practices that promote methane reduction; agroforestry; introduction/expansion of perennials; practices that promote greater resource use efficiency (e.g. drip irrigation). -Climate adaptation/climate risk management: technologies promoted with the explicit objective of reducing risk and minimizing the severity of climate change. Examples include drought and flood resistant varieties; short-duration varieties; adjustment of sowing time; diversification, use of perennial varieties; agroforestry. -Other: e.g. improved mechanical and physical land preparation. Since it is very common for USG activities to promote more than one improved management practice or technology, this indicator allows the tracking of the number of hectares under the different management practices and technology types and the total unique number of hectares on which one or more practices or technologies has been applied at the activity level. If a participant cultivates a plot of land more than once in the reporting year, the area should be counted each time one or more improved management practice/technology is applied. For example, because of access to irrigation as a result of a USG activity, a farmer can now cultivate two cycles of crops instead of one. If the farmer applies USG-promoted technologies on her/his plot for the two cycles, the area of the plot would be	

counted twice under this indicator. This is a snapshot indicator, which is designed to capture farmer application only for the reporting year. Individuals who applied a USG activity-promoted management practice before the intervention constitute the baseline. Individual that still continue to apply the USG activity-promoted during the project period get counted for applying the technology in any subsequent years they apply that technology. However, this also means that yearly totals can NOT be summed to count application by unique individuals over the life of the project. For the purposes of PMA specific production and postharvest technologies and management practices will be defined by value chain and will be included on the list above. This indicator is a subset of the indicator PAC-13 Number of hectares of target crops supported by the program (Custom). PAC-14 measures hectares where technologies promoted by the program are being implemented and it is collected via annual survey, while the PAC-13 measures all the hectares that are assisted by the program and reported quarterly.
Unit of Measure: Hectares; specific to the number of hectares under improved technologies or practices during the current reporting year (non-cumulative).
Disaggregated by: <u>Geographic Scope</u>: department; municipality <u>Technology type</u> (see explanation in definition, above): crop genetics; cultural practices; pest management; disease management; soil-related fertility and conservation; irrigation; water management; climate mitigation; climate adaptation; other. <u>Sex:</u> male; female; joint; association-applied. *Note, before using the "Joint" sex disaggregate category, partners must determine that decision-making about what to plant on the plot of land and how to manage the plot for the targeted commodity is truly done in a joint manner by male(s) and female(s) within the household. Given what we know about gender dynamics in agriculture, "joint" should not be the default assumption about how decisions about the management of the plot are made.*
Justification & Management Utility: This indicator tracks successful application of technologies and management practices in an effort to improve agricultural productivity, resource management, sustainability, and resilience to climate change.
PLAN FOR DATA ACQUISITION
Data Collection Method: Data will be collected via beneficiary-based sample surveys, see Annex II. Sum of the number of hectares under different relevant technologies.
Data Source(s): PMA smallholder beneficiaries.
Method of Transfer to USAID: Electronic.
Frequency & Timing of Data Acquisition: Annually.
Estimated Cost of Data Acquisition: Medium, requiring annual beneficiary based surveys.
Individual Responsible at IP (title): PMA M&E Director.
Individual Responsible for Providing Data to USAID: PMA M&E Director.
Location of Data Storage: Mobile data collection cloud system.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: May 15th, 2018
Known Data Limitations and Significance (if any): Land area can be difficult to measure/validate due to: (i) existence of multiple lots in different locations; (ii) short cycle crops (vegetables) that are harvested before surveys can be done, and (iii) highly variable planting densities.
Actions Taken or Planned to Address Data Limitations: To the extent possible, land area will be measured with GPS units and cross-referenced with planting densities. Data will be crossed checked with data reported on registration forms.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Following field-based data collection, the results will be cleaned, analyzed, and extrapolated to the project population for the reporting year. Analysis will be conducted primarily using MS Excel and the statistical software package, STATA.

Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS on Annual reports as well as in MONITOR.
Review of Data: PMA M&E team along with third-party local M&E contractor will define and stablish quality controls during field data collection, and Home office M&E will be engaged to assist with data collection and analysis.
Reporting of Data: Annually.
OTHER NOTES
Notes on Baselines/Targets: n/a
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Expanded Value Chain Production	
Name of Activity Sub-Intermediate Result: Expanded Access to Quality Extension and other Business Development Services	
Name of Indicator: PAC-15 Number of full-time equivalent (FTE) jobs created with USG assistance (EG.3-9)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** Yes
Is this a Standard indicator? Yes	
DESCRIPTION	
Precise Definition(s): This indicator counts all types of employment held during the reporting year in agriculture or rural-related enterprises (including paid on-farm/fishery employment) that were created with USG assistance. It counts existing jobs that were created in the current or in previous reporting years. Jobs lasting less than one month (or less than 20 days excluding weekends) are not counted in order to emphasize those jobs that provide more stability through length. Jobs should be converted to full-time equivalents (FTE). One FTE equals 260 days (excluding weekends) or 12 months. Thus a job that lasts 4 months should be counted as 1/3 FTE and a job that lasts for 130 days (excluding weekends) should be counted as 1/2 FTE. Number of hours worked per day or per week is not restricted as work hours may vary greatly. For the purposes of PMA, FTEs corresponding to long term professional positions paid with partner funds and not financed by the project (e.g. administrative, agronomists and operational support staff, e.g. rubber tappers) are counted.	
Unit of Measure: Full-time equivalents (FTE)	
Method of Calculation: Count of FTEs	
Disaggregated by: <u>Geographic Scope</u>: department; municipality <u>Location</u>: Urban/peri-urban, rural <u>Duration</u>: New, Continuing (New – the FTE held was newly created during the reporting year with USG assistance; Continuing - the FTE held during the reporting year was created in a previous reporting year with USG assistance) <u>Sex of job-holder</u>: Male, female (if one FTE is evenly split by a male and a female, then it would be 0.5 FTE for females and 0.5 FTE for males)	
Justification & Management Utility: This is a direct measure of improved livelihoods, as it measures investment of employment and related income in targeted value chains.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via implementing Partners records or supportive evidence of sources to accounting for the reported jobs. Only FTEs contributed by partners funding from administrative and operational areas will be registered.	
Data Source(s): Implementing partner records.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Continuous; integrated into routine monitoring, training, and technical assistance activities.	
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: CIRIS.	
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment: July 19th, 2018	
Known Data Limitations and Significance (if any): The contribution records or supporting evidence is not aligned with the reporting period.	

Actions Taken or Planned to Address Data Limitations: Review the deliverables plan together with the awards department and try to align with such reporting periods.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Data will be disaggregated and analyzed according to the specifications of the PIRS.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS, and presented in Quarterly reports as well as in MONITOR.
Review of Data: Three quality control steps conducted by: (1) PMA Regional M&E team with partners, and Activity Fund Specialist before data entry into CIRIS; (2) PMA M&E Director validating CIRIS reports with supporting documentation stored in Dropbox; (3) PMA M&E Director and Fintrac Home office before data entry into Monitor.
Reporting of Data: Quarterly.
OTHER NOTES
Notes on Baselines/Targets: n/a
Other Notes: FTEs representing farmer labor will be tracked internally.
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Expanded Value Chain Production	
Name of Activity Sub-Intermediate Result: Increased Capacity of Producer Organizations	
Name of Indicator: PAC-16 Number of organizations with business performance strengthened (Custom)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** Yes
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): This indicator refers to the number of firms that are receiving support in the form of organizational strengthening. To qualify, the firm must receive recurrent, substantive support from PMA, implement the action plan and showing results from business strengthening at the end of the intervention. Comparing its baseline and final assessment, see Annex III for the tool. The intervention in which the organization is engaged with PMA must be significant, meaning that if they only are contacted or touched by an activity through brief attendance at a meeting or gathering, that intervention is not significant and should not be considered. Organizational strengthening comprises three key areas covered during the intervention: <u>Organizational management</u>, which includes (i) democratic participation, (ii) management, (iii) financial situation; <u>Market</u>: focusing on (i) marketing and (ii) sales; and finally, <u>Production</u>: including (i) production processes and (ii) environment. Organizations that demonstrate an increase in score on the organizational capacity tool will be counted, only once in the life of the project. The change could be in any of the three key areas of intervention, which is defined based on status at baseline assessment. It quantifies changes within the organization that will in turn be reflected on either market performance, products or services offered, operations, financing, and organization (including its people). Each participating organization will have specific target and milestone to achieve that could be moving from one level to the next or maintaining current status during the length of the intervention; each will have a tailor-made action plan and a justification will be filed for each specific achievement. Any organization reporting an increase in capacity score will be counted. Indicator PAC-16 is a subset of *PAC-09 Number of firms receiving USG-funded technical assistance for improving business performance (EG.5.2-1)*.	
Unit of Measure: Number of firms.	
Disaggregated by: None	
Justification & Management Utility: Organizational strengthening should improve business performance and therefore expanded access to quality extension and other business development services.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via registration forms and organizational strengthening tool. Counting the ones that have improved their business performance, through (i) the application of the baseline tool for organizational strengthening, (ii) design and implementation of the action plan for business strengthening and (iii) showing strengthening in their organizational performance in the final measurement of the organizational strengthening tool.	
Data Source(s): PMA-supported firms.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Annually	
Estimated Cost of Data Acquisition: Medium, requiring the implementation of the organizational strengthening strategy.	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: Data collection cloud system.	
DATA QUALITY ISSUES	

Date of Initial Data Quality Assessment: July 19th, 2018
Known Data Limitations and Significance (if any): The tool will be implemented during community workshops and with leaders of organizations participating on PMA activities; this could be biased due to the nature of the session setting where respondents know that are being observed by neighbors, and this can influence their responses.
Actions Taken or Planned to Address Data ha Limitations: The person who implements the tool will include control questions to validate responses.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: A reflexive comparison will be performed between the baseline and subsequent measurements of the business enhancement tool. This analysis will provide key data on the organizational sections that have been strengthened, and on the different levels of enhancement thereof. This data will be recorded and analyzed using an Excel sheet from the business enhancement tool pro-forma template that was designed by the program.
Presentation of Data: Data will be presented according to the specifications of the PIRS, and presented in Quarterly reports as well as in MONITOR.
Review of Data: Documentation will be verified by Capacity Development Specialist and reviewed by M&E Director.
Reporting of Data: Annually.
OTHER NOTES
Notes on Baselines/Targets: Panel data is required per organization.
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Improved Market Efficiency Through Infrastructure	
Name of Activity Sub-Intermediate Result: N/A	
Name of Indicator: PAC-17 Percentage decrease of travel time in the improved road (Custom)	
Is this an Output Indicator? Yes	**Is this an Outcome Indicator?** No
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): To understand how infrastructure improvements impact producers, PMA will estimate the average time it takes a vehicle to travel the improved road at a standard speed, before and after the completion of the infrastructure intervention. These two data points will be compared to determine the percent decrease in the time of travel. A road "improvement" indicates that the intervention improved the ease of transportation along that road. The improvement could be, illustrative: bridges, box culverts, drainage systems, gabions small-scale infrastructure projects ("obras de arte"). Indicator PAC-17 measures the percentage decrease of travel time in the improved road that has been reported under the indicator *PAC-18 Kilometers of roads improved or constructed as a result of USG assistance (EG.3.1-1)*. As defined in the indicator *PAC-18 Kilometers of roads improved or constructed as a result of USG assistance (EG.3.1-1)*, a road "improvement" indicates that the U.S. Government intervention significantly improved the ease of commercial transport along that road. In general, a road need not necessarily be paved with cement or asphalt but should significantly facilitate the transport of goods compared to the previous situation without the road or without the road improvement.	
Unit of Measure: Percentage.	
Disaggregated by: N/A	
Justification & Management Utility: These roads are used by producers to transport their products to the market and inputs to the farm; hence, any decrease in time will be beneficial since they will save time, decrease transportation costs, and improve product quality. At the same time, an improved road not only allows access to the markets, but it also allows people to access goods and services that are provided in other locations, such as education and healthcare. Reducing time and improving rural roads can also have a significant impact on reducing intermediation and generating direct access to markets.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected through travel time measuring tool. The measurement will be taken exclusively on the portion improved using a GPS unit to track the time spent to cover the road, recording an initial and final time. The route will be done using an average cargo vehicle, 4X4 (5 passengers) vehicle, at a maximum speed of 40 Km/h. The following formula will be used to calculate the time reduction as percent change for each improved road: $$\mathrm{VT} = \frac{T2 - T1}{T1} \times 100$$ **VT:** Variation of travel time **T1:** Time initial of travel measured **before** road improvement in an average cargo vehicle **T2:** Time final of travel measured **after** road improvement in an average cargo vehicle" The following formula will be used to measure the average reduction in travel time for the indicator on a periodic basis: $$\boldsymbol{AVT = \frac{(VT1 + VT2 \ldots VTn)}{n}}$$ **AVT:** Average Change of Travel Time **VT:** Change of travel time for each improved road intervention **n:** number of travel time interventions changed	

Data Source(s): PMA infrastructure improvement measurement, travel time before and after intervention, using described tool.
Method of Transfer to USAID: Electronic.
Frequency & Timing of Data Acquisition: Before and after intervention.
Estimated Cost of Data Acquisition: Low; integrated to routine monitoring activities.
Individual Responsible at IP (title): PMA Infrastructure Specialists.
Individual Responsible for Providing Data to USAID: PMA M&E Director.
Location of Data Storage: CIRIS.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: May 15th, 2018
Known Data Limitations and Significance (if any): The measurement of the indicator can be subject to bias due to: the type of vehicle being used for the measurement; precision depending on GPS accuracy; absence of information from external factors such as climate since travel time could vary between the wet and dry season.
Actions Taken or Planned to Address Data Limitations: The same type of vehicle will be used in both measurements; GPS accuracy will checked; and semi-structured surveys will be conducted over a sample of infrastructure beneficiaries to supplement with qualitatively data the indicator data.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Data will be analyzed according to the specifications of the PIRS.
Presentation of Data: Data will be presented according to the specifications of the PIRS, and presented in Annual reports as well as in MONITOR.
Review of Data: Documentation will be verified by Infrastructure Specialist and reviewed by M&E Director.
Reporting of Data: Annually.
OTHER NOTES
Notes on Baselines/Targets: Panel data is required by road improvement intervention.
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Improved Market Efficiency Through Infrastructure	
Name of Activity Sub-Intermediate Result: Improved Tertiary Roads	
Name of Indicator: PAC-18 Kilometers of roads improved or constructed as a result of USG assistance (EG.3.1-1)	
Is this an Output Indicator? Yes	**Is this an Outcome Indicator?** No
Is this a Standard indicator? Yes	
DESCRIPTION	
Precise Definition(s): A road opens up transport from rural spaces where rural-based production activities, such as agriculture, are taking place and connects, either directly or indirectly, with population centers and market activity. A road "improvement" indicates that the U.S. Government intervention significantly improved the ease of commercial transport along that road, while "constructed" refers to a new road. In general, a road need not necessarily be paved with cement or asphalt but should significantly facilitate the transport of goods compared to the previous situation without the road or without the road improvement. Please only count those road improved or constructed during the reporting year. For the purposes of PMA, the kilometers financed with USAID/PMA funds, and the kilometers financed with leverage will be accounted for and reported under this indicator. Taking into consideration the following rationale: (i) PMA participates in project design; (ii) Road improvement is done on critical sections of the roads which will contribute to bigger infrastructure projects, leveraging resources; (iii) Road maintenance is a key factor in any intervention of this nature, and PMA has an strategy for road maintenance to guarantee people's mobility which includes working with local organizations providing training, strengthening its technical and management capacities and skills, and providing tools and equipment; (iv) This model of intervention that has an impact on all kilometers improved.	
Unit of Measure: Kilometers	
Disaggregated by: <u>Construction type</u>: Improved, Constructed (new)	
Justification & Management Utility: The linkage of rural communities to markets is considered a crucial means of increasing agricultural and other rural-based production. Roads improve access of rural communities to food at reasonable prices and to health and nutrition services and allow greater off-farm employment opportunities.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via activity records. The sum of the kilometers on each intervention, declared by the community committee minutes (Comité de Veeduría Comunitaria) or by the auditor's report and validated by tracking the distance with a GPS unit and reported in CIRIS, once road improvement has been completed.	
Data Source(s): PMA-supported infrastructure improvement projects.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Continuous; integrated into routine monitoring, training, and technical assistance activities.	
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: CIRIS	
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment: May 15th, 2018	
Known Data Limitations and Significance (if any): The measurement is prone to precision error depending on GPS accuracy and skills of the person who operates de device.	

Actions Taken or Planned to Address Data Limitations: GPS accuracy will checked and team trained to properly operate the device.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Data will be disaggregated and analyzed according to the specifications of the PIRS.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS, and presented in Quarterly reports as well as in MONITOR.
Review of Data: Documentation will be verified by Infrastructure Specialist and reviewed by M&E Director.
Reporting of Data: Quarterly.
OTHER NOTES
Notes on Baselines/Targets: No baseline is required.
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Improved Market Efficiency Through Infrastructure	
Name of Activity Sub-Intermediate Result: Improved local capacity to establishment and maintain roads and productive infrastructure	
Name of Indicator: PAC-19 Number of organizations implementing road and/or productive infrastructure activities that have improved their organizational and management capacity (Custom)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** Yes
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): This indicator counts the number of organizations with a strengthened management capacity to implement road and/or productive infrastructure activities. Comparing its baseline and final assessment, see Annex IV for the tool. The capacity to implement refers to self-management capacity on planning, funding, executing, oversight, finishing, maintaining road and productive activities. PMA will provide technical assistance to improve organization's productivity, profits and employment, and therefore broad-based economic growth in the community. The organizational and management capacity comprises three key areas: (i) Control System, (i) Accounting Management and (iii) Resource Management. (i) Control system is related to the oversight of the community and/or the mechanisms of the organization to ensure compliance and accountability. (ii) Accounting and financial management refers to the tools and software used by the organization to process, generate and analyze the financial reports. (iii) Resource management covers the implementation of all procedures in order to successfully leverage resources and to get new contracts. To be counted, organizations must have received assistance at some point during the current reporting period. The organization could be a private firm, NGOs, CBOs, CSOs. Organizations that demonstrate an increased score on the customized check list tool will be counted.	
Unit of Measure: Organizations	
Disaggregated by: None	
Justification & Management Utility: Poor infrastructure is a major obstacle to growth in rural areas. Growth in rural economies will be dependent upon the quality of infrastructure, road and productive. For that growth to be sustainable, the capacity of organizations to adequately address the needs of rural communities must be developed; infrastructure improvements which connect rural communities to markets can be constructed and kept well maintained by strong local organizations that have the operational capacity to identify strengths and areas for improvement in their communities. This indicator contributes to Sub-Intermediate Result 3.2 Improved Local Capacity to establishment and maintain roads and productive infrastructure.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected through checklist to PMA supported organizations.	
Data Source(s): PMA-supported organizations of roads and/or productive infrastructure.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Integrated into routine monitoring.	
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring.	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: Mobile data collection cloud system.	
DATA QUALITY ISSUES	

Date of Initial Data Quality Assessment: May 15th, 2018
Known Data Limitations and Significance (if any): It is possible that some organizations are already strengthened on some or even in all three key areas of intervention.
Actions Taken or Planned to Address Data Limitations: Organizations joining PMA activities will be assessed, before and after, and will be monitored in order to verify if organizational and management capacity is either improved or maintained; the latter if all three areas are already at maximum level.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Data will be analyzed according to the specifications of the PIRS.
Presentation of Data: Data will be presented according to the specifications of the PIRS, and presented in Annual reports as well as in MONITOR.
Review of Data: Documentation will be verified by Infrastructure Specialist and reviewed by M&E Director.
Reporting of Data: Annually.
OTHER NOTES
Notes on Baselines/Targets: Panel data is required per organization.
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Improved Market Efficiency Through Infrastructure	
Name of Activity Sub-Intermediate Result: Expanded Investment in Production, Postharvest, and Market Infrastructure	
Name of Indicator: PAC-20 Value Of Leverage Funds (YI) (USAID-Col)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** Yes
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): Leveraged funds are all the resources from Third Parties (Non-USAID) obligated by public or private entities to co-fund common development interventions, and are influenced by USAID's direct contribution to such objectives. Co-funding or co-investing does not mean that each party provides resources in equal amounts. Leveraged Funds are eligible resources that must meet the following criteria to each common intervention with USAID: (i) invested to the same objectives; (ii) within the same timeframe of the intervention co-funded; (iii) intersected targeted beneficiaries; and (iv) upon the intersected geographic focus. To count toward Leveraged Funds, the third party resources must be used directly for common objectives. Objectives must be established previously to the obligation by the third party. Funds must be executed by the third party or entity acting in its behalf by transferring them to the Implementing Partner, or by shared execution of interventions between the third party and USAID or the Implementing Partner. Only counts as Leveraged Funds the third party investments in co-joint development interventions with USAID (including PPPs and DCAs); it does not count the economic flows generated in part or fully as a result of these interventions, nor goods or services acquired from partner Agencies or Offices of the United States Government. Obligated: is a definite commitment that creates a legal liability by the giver to the payment or delivery of good and/or services ordered or received. [Definition based on U.S. Government Accountability Office –GAO- Glossary (GAO-05-734SP), which fully coincides with USAID definitions at Automated Directive System –ADS- Glossary. Committed: is an administrative reservation of funds or resources, in anticipation of their obligation. [Definition based on U.S. Government Accountability Office –GAO- Glossary (GAO-05-734SP), which fully coincides with USAID definitions at Automated Directive System –ADS- Glossary.	
Unit of Measure: Colombian Pesos (COP).	
Disaggregated by: Nature: Cash, In-Kind Source: Public, Private, Mixed, Other Geographic Scope: National, Department, Municipality PMA Component (Infrastructure, Commercial Alliances, Marketing)	
Justification & Management Utility: This indicator contributes to measure the catalytic effect of USAID/Colombia for unlocking the resources of other development actors. USAID, Implementing Partners, Governments, and Development Community may track more concretely the maximized effect of USAID assistance	
PLAN FOR DATA ACQUISITION	
Data Collection Method: The implementing Partners must gather and keep record or supportive evidence of sources to accounting for the reported resources. In-kind resources must be valuated (converted) to currency values by equivalent current market values of using the respective goods/services, instead of owing them. Although disaggregates are recorded, a lump sum of cash and in-kind, public and private value will be reported (YI).	
Data Source(s): Third party public or private organization reached by the Implementing Partners (IPs). Digital or hard issued official statements, communications, plans or databases from the Third Parties made public or handed privately. Digital or hard issued personal communications or statements made uniquely by persons in duty of authoritative positions over the reported resources or under delegated authority to communicate or disclose the information.	
Method of Transfer to USAID: Electronic.	

Frequency & Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: Low.
Individual Responsible at IP (title): PMA M&E Director.
Individual Responsible for Providing Data to USAID: PMA M&E Director.
Location of Data Storage: CIRIS and Sub-awards Tracking System
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: May 15th, 2018
Known Data Limitations and Significance (if any): The contribution certificate is not aligned with the reporting period.
Actions Taken or Planned to Address Data Limitations: Review the deliverables plan together with the awards department and try to align with such reporting periods.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: CIRIS leverage report aggregates partner contributions, provides progress data and cumulated data. Data will be disaggregated and analyzed according to the specifications of the PIRS.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS, and presented in Quarterly reports as well as in MONITOR.
Review of Data: Three quality control steps conducted by: (1) PMA Regional M&E team with partners before data entry into CIRIS; (2) PMA M&E Director validating CIRIS reports with supporting documentation stored in Dropbox; (3) PMA M&E Director and Fintrac Home office before data entry into Monitor.
Reporting of Data: Quarterly
OTHER NOTES
Notes on Baselines/Targets: n/a
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Improved Market Efficiency Through Infrastructure	
Name of Activity Sub-Intermediate Result: Expanded Investment in Production, Postharvest, and Market Infrastructure	
Name of Indicator: PAC-21 Value Of Third Party Mobilized Funds (Ym)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** Yes
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): Third Party Mobilized Funds (Ym) are all resources enabled as a result of USAID direct interventions, that are obligated by Non-USAID public or private third-party entities to achieve development objective(s), but which are not directly invested in the implementation of USAID interventions. USAID direct interventions linked to these Mobilized Funds include technical assistance (building capacities and regulatory and fiscal policy support), trainings, assessments and information or data-based interventions that have the concrete purpose of enabling their mobilization. There must be a clear and explicit cause-effect relationship between USAID direct interventions and Mobilized Funds. Mobilized Funds do not include resources that are indirectly caused by USAID Activities. In those indirect cases, resources are not committed due to USAID's direct interventions having the concrete purpose of enabling them. Mobilized Funds exclude resources generated by spillover effects and externalities that are indirectly caused by USAID interventions. Mobilized Funds are mutually exclusive of Leverage and Cost-share Funds. Instead, last two categories imply the concept of direct investment or co-funding development activities; each one represents different indicators than mobilized funds. To count toward this indicator (and reporting), Mobilized Funds must be obligated. Mobilized funds may not be counted nor reported when allocated or committed by the third party. Obligated: is a definite commitment that creates a legal liability by the giver to the payment or delivery of good and/or services ordered or received. [Definition based on U.S. Government Accountability Office –GAO- Glossary (GAO-05-734SP), which fully coincides with USAID definitions at Automated Directive System –ADS- Glossary. Committed: is an administrative reservation of funds or resources, in anticipation of their obligation. [Definition based on U.S. Government Accountability Office –GAO- Glossary (GAO-05-734SP), which fully coincides with USAID definitions at Automated Directive System –ADS- Glossary.	
Unit of Measure: Colombian Pesos (COP).	
Method of Calculation: Sum of mobilized funds	
Disaggregated by: Nature: Cash, In-Kind Source: Public, Private, Mixed, Other Geographic Scope: National, Department, Municipality	
Justification & Management Utility: This indicator contributes to measure the catalytic effect of USAID/Colombia for unlocking the resources of other development actors. USAID, Implementing Partners, Governments, and Development Community may track more concretely the maximized effect of USAID assistance.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Record or supportive evidence of sources to accounting for the reported resources. In-kind resources must be valuated (converted) to currency values by equivalent current market values of using the respective goods/services, instead of owing them. Although disaggregates are recorded, a lump sum of cash and in-kind, public and private value will be reported (Ym).).	

Data Source(s): Third party public or private organization reached by the Implementing Partners (IPs). Digital or hard issued official statements, communications, plans or databases from the Third Parties made public or handed privately. Digital or hard issued personal communications or statements made uniquely by persons in duty of authoritative positions over the reported resources or under delegated authority to communicate or disclose the information.
Method of Transfer to USAID: Electronic.
Frequency & Timing of Data Acquisition: Quarterly.
Estimated Cost of Data Acquisition: Low.
Individual Responsible at IP (title): PMA M&E Director.
Individual Responsible for Providing Data to USAID: PMA M&E Director.
Location of Data Storage: CIRIS and Sub-awards Tracking System
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: May 15th, 2018
Known Data Limitations and Significance (if any): Collecting evidence, like certifications issued by entities that are not part of the contracts could be difficult. This may affect the indicator progress.
Actions Taken or Planned to Address Data Limitations: It is mandatory for field PMA staff to be proactive at the regional level, attending meetings where local actors gather, in order to have a clear understanding of activities that can contribute to PMA objectives and that can be considered under this indicator. Lobbying by high level PMA staff will be required in order to establish networks with organizations in order to obtain evidence of such contributions. The above must be documented through minutes.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Information collected will be tabulated and disaggregated according to PIRS specifications.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS, and presented in Annual reports as well as in MONITOR.
Review of Data: Three quality control steps conducted by: (1) PMA Regional M&E team with partners before data entry into CIRIS; (2) PMA M&E Director validating CIRIS reports with supporting documentation stored in Dropbox; (3) PMA M&E Director and Fintrac Home office before data entry into Monitor.
Reporting of Data: Annually.
OTHER NOTES
Notes on Baselines/Targets: n/a
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Learning, Knowledge Management and Communications	
Name of Activity Sub-Intermediate Result: NA	
Name of Indicator: PAC-22 Number of recipients of knowledge management materials disseminated (Custom)	
Is this an Output Indicator? Yes	**Is this an Outcome Indicator?** No
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): This indicator tracks the number of estimated individuals receiving materials and technical messages disseminated to different stakeholders of the program. Dissemination techniques include a knowledge management platform, radio segments, or direct material distribution further detailed in the PMA Communications Strategy. Actions could include, but are not limited to: (i) AGRONET-Through the platforms analytics, we will measure how many visitors and readers have accessed PMA documents. (ii) In partnership with RCN radio PMA will air an agricultural program early in the mornings. In order to measure listeners, PMA will depend on RCN radio´s annual communications report. (iii) All communication products made within the program will be distributed through the corresponding regional offices, the number of recipients will be measured using a distribution list.	
Unit of Measure: Number of individuals receiving materials or messages	
Disaggregated by: <u>Type of recipient</u>: Producers, government, private sector, civil society (not producers). <u>Type of means of dissemination</u>: Knowledge Management Platform (AGRONET), Radio (RCN Radio Program), brochures (communication products).	
Justification & Management Utility: Effectively generating and sharing knowledge across relevant industry stakeholders and building the capacity of producers, producer organizations is key to improve the agriculture sector. It is important to expand the technical profile of our producers, by generating and distributing learning materials and messages.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Record or supportive evidence of material or message distribution. Count of individuals and hits (web based means).	
Data Source(s): Tacker of disseminated materials	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Continuous; integrated into routine monitoring, training, and technical assistance activities.	
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: Tacker of disseminated materials.	
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment: May 25th, 2018	
Known Data Limitations and Significance (if any): (i) The third party dissemination reports is not aligned with the reporting period; (ii) Anticipated challenges on the disaggregate of type of recipient.	
Actions Taken or Planned to Address Data Limitations: (i) Review the deliverables plan together with the communications department and try to align with such reporting periods; (ii) Drop the disaggregation if not reliable.	
Date of Future Data Quality Assessments: TBD	
Procedures for Future Data Quality Assessments: TBD	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	

Data Analysis: An audience measurement matrix –in Excel- will be used in order to disaggregate and analyze data. Data will be disaggregated according to the specifications of the PIRS.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS, and presented in Quarterly reports as well as in MONITOR.
Review of Data: Documentation will be verified by Communication Specialist and reviewed by M&E Director.
Reporting of Data: Quarterly
OTHER NOTES
Notes on Baselines/Targets: n/a
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

<table>
<tr><th colspan="2">Performance Indicator Reference Sheet</th></tr>
<tr><td colspan="2">Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities</td></tr>
<tr><td colspan="2">Name of Activity Intermediate Result: Crosscutting</td></tr>
<tr><td colspan="2">Name of Activity Sub-Intermediate Result: N/A</td></tr>
<tr><td colspan="2">Name of Indicator: PAC-23 Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) (GNDR-2)</td></tr>
<tr><td>Is this an Output Indicator? Yes</td><td>Is this an Outcome Indicator? No</td></tr>
<tr><td colspan="2">Is this a Standard indicator? Yes</td></tr>
<tr><th colspan="2">DESCRIPTION</th></tr>
<tr><td colspan="2">Precise Definition(s): Productive economic resources include: assets - land, housing, businesses, livestock or financial assets such as savings; credit; wage or self-employment; and income. Programs include:
-micro, small, and medium enterprise programs;
-workforce development programs that have job placement activities;
-programs that build assets such as land redistribution or titling; housing titling; agricultural programs that provide assets such as livestock; or programs designed to help adolescent females and young women set up savings accounts.
This indicator does NOT track access to services, such as business development services or stand-alone employment training (e.g., employment training that does not also include job placement following the training).

The unit of measure will be a percentage expressed as a whole number.
Numerator = Number of female program participants
Denominator = Total number of male and female participants in the program

The resulting percentage should be expressed as a whole number. For example, if the number of females in the program (the numerator) divided by the total number of participants in the program (the denominator) yields a value of .16, the number 16 should be the reported result for this indicator. Values for this indicator can range from 0 to 100.
The numerator and denominator must also be reported as disaggregates.</td></tr>
<tr><td colspan="2">Unit of Measure: Percentage.</td></tr>
<tr><td colspan="2">Disaggregated by: Numerator, Denominator.</td></tr>
<tr><td colspan="2">Justification & Management Utility: Information generated by this indicator will be used to monitor and report on achievements linked to broader outcomes of gender equality and female empowerment and will be used for planning and reporting purposes by Agency-level, bureau-level and in-country program managers. Specifically, this indicator will inform required annual reporting or reviews of the USAID Gender Equality and Female Empowerment Policy and the Joint Strategic Plan reporting in the APP/APR, and Bureau or Office portfolio reviews. Additionally, the information will inform a wide range of gender-related public reporting and communications products, and facilitate responses to gender-related inquiries from internal and external stakeholders such as Congress, NGOs, and international organizations.</td></tr>
<tr><th colspan="2">PLAN FOR DATA ACQUISITION</th></tr>
<tr><td colspan="2">Data Collection Method: Data will be collected via registration forms and activity records. Number of female program participants / Total number of male and female participants in program activities.

The following formula will be used to calculate the percentage of female participants:

$$\mathrm{PF} = \frac{NFP}{TNP} \times 100$$
PF = Percentage of female participants
NFP = Number of female program participants
TNP = Total number of male and female participants in the program

For PMA purposes, the participants for PMA considers the same provisions as in PAC-14.</td></tr>
</table>

Data Source(s): PMA beneficiaries.
Method of Transfer to USAID: Electronic.
Frequency & Timing of Data Acquisition: Continuous; integrated into routine monitoring, training, and technical assistance activities.
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.
Individual Responsible at IP (title): PMA M&E Director.
Individual Responsible for Providing Data to USAID: PMA M&E Director.
Location of Data Storage: CIRIS.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: May 15th, 2018
Known Data Limitations and Significance (if any): (i) It is likely that participants do not properly fill out the attendance records. (ii) The limitation of this indicator is that it does not track the quality of the program or actual increases or improvements in assets, income, or returns to an enterprise[29].
Actions Taken or Planned to Address Data Limitations: (i) The technician leading the activity will conduct quality control on the records prior to the end of the event in order to complete the corresponding data. (ii) Assessments could be conducted if sufficient resources available
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: CIRIS report and data will be disaggregated and analyzed according to PIRS specifications.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS, and presented in Quarterly reports as well as in MONITOR.
Review of Data: Three quality control steps conducted by: (1) PMA Regional M&E team with partners before data entry into CIRIS; (2) PMA M&E Director validating CIRIS reports with supporting documentation stored in Dropbox; (3) PMA M&E Director and Fintrac Home office before data entry into Monitor
Reporting of Data: Quarterly
OTHER NOTES
Notes on Baselines/Targets: The baseline of "Percentage of Female" is the percentage of female members in the 94 organizations surveyed in Fedesarrollo´s baseline.
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

[29] Taken from the indicator reference sheet for GNDR-2, can be found under the cross cutting program category for gender, on the U.S. Department of State's Standard Foreign Assistance Indicators website (https://www.state.gov/f/indicators/)

Performance Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Crosscutting	
Name of Activity Sub-Intermediate Result: N/A	
Name of Indicator: PAC-24 Percent of individuals from vulnerable populations participating in program activities (Custom)	
Is this an Output Indicator? Yes	**Is this an Outcome Indicator?** No
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): This indicator is intended to capture the participation of vulnerable populations in PMA Activities. "Vulnerable populations" are defined as youth (persons aged 15-29), Afro-Colombian, indigenous, disabled, or lesbian, gay, bisexual, transgender, and intersex (LGBTI) producers. To be counted in this indicator, a vulnerable person must have participated in at least one PMA activity during the reporting period. Participants for PMA considers the same provisions as in PAC-14. The unit of measure will be a percentage expressed as a whole number. Numerator = Number of vulnerable people participating in PMA activities in the reporting period Denominator = Total number of participants in PMA activities in the reporting period	
Unit of Measure: Percentage.	
Disaggregated by: <u>Vulnerable population</u>: Youth; Afro-Colombian; Indigenous.	
Justification & Management Utility: Conflict in Colombia has disproportionately affected already marginalized populations in Colombian society. This indicator provides insight into both the empowerment of vulnerable populations as well as the acceptance and willingness of the surrounding community to support members of vulnerable populations.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via registration forms and activity records. Number of vulnerable people participating in PMA activities in the reporting period / Total number of participants in PMA activities in the reporting period. The following formula will be used to calculate the percentage of female participants: $$\mathrm{PIV} = \frac{NVP}{TNP} \times 100$$ **PIV** = Percent of individuals from vulnerable populations participants **NVP** = Number of vulnerable people participating in PMA activities in the reporting period **TNP** = Total number of participants in PMA activities in the reporting period.	
Data Source(s): PMA beneficiaries.	
Method of Transfer to USAID: Electronic.	
Frequency & Timing of Data Acquisition: Continuous; integrated into routine monitoring, training, and technical assistance activities.	
Estimated Cost of Data Acquisition: Low; integrated into routine monitoring, training, and technical assistance activities.	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: CIRIS.	
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment: July 19th, 2018	
Known Data Limitations and Significance (if any): Gender self-identification (Lesbian, gay, bisexual, transgender, and intersex - LGBTI) implies certain connotations, specifically in rural zones, which may increase vulnerability among people within their own communities, as there is not sufficient awareness regarding this issue. Data registered does not necessarily reflect the actual situation given that it is based on self-identification.	

Actions Taken or Planned to Address Data Limitations: Include the boxes for LGBTI data registration in the formats, and report it upon registration (self-identification) and provide contextual information when participants fail to properly fill out the forms.
Date of Future Data Quality Assessments: TBD
Procedures for Future Data Quality Assessments: TBD
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: CIRIS quarterly progress reports listing and summarizing the number of participants and corresponding disaggregation, according to PIRS specifications.
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS, and presented in Quarterly reports as well as in MONITOR.
Review of Data: Three quality control steps conducted by: (1) PMA Regional M&E team with partners before data entry into CIRIS; (2) PMA M&E Director validating CIRIS reports with supporting documentation stored in Dropbox; (3) PMA M&E Director and Fintrac Home office before data entry into Monitor
Reporting of Data: Quarterly
OTHER NOTES
Notes on Baselines/Targets: The baseline of "Percentage of Youth, female and Afro-Colombian" are the percentage of youth members in the 94 organizations surveyed in Fedesarrollo´s baseline.
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

7. CONTEXT INDICATOR REFERENCE SHEETS (CIRS)

Context indicators are variables out the direct control of PMA. The main purpose of these context indicators is twofold: tracking programmatic assumptions/risk, and using the national/regional context as backdrop to compare Activity against. Context indicators are also relevant during evaluations.

Context Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Context Indicator	
Name of Activity Sub-Intermediate Result: N/A	
Name of Indicator: PAC-25 Cultivated Area (Custom)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** No
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): This indicator reports the area (in hectares) of cultivated land of each of four value chains relevant to PMA activities, it is presented at department level during the reporting year. The threshold of this indicator allow to analyze PMA's contribution to land devoted to each value chain but with limited attribution.	
Unit of Measure: Percentage of Hectares	
Disaggregated by: <u>Geographic Scope</u>: department; municipality <u>Value chain</u>: Cocoa, Coffee, Latex, Tropical F&V	
Justification & Management Utility: This context indicator allows PMA to compare its contribution on cultivated area in the targeted value chains.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected using online secondary sources, public reports on specific value chains, that are available annually. The method of calculation for the Fedecacao and Federación Nacional de Cafeteros data are annual surveys conducted nationwide. The method of calculation for Agronet data are the aggregation of annual surveys collected nationwide by the Ministry of Agriculture and Rural Development through the departmental councils.	
Data Source(s): Fedecacao: http://www.fedecacao.com.co; Federación Nacional de Cafeteros: https://www.federaciondecafeteros.org and Agronet: http://www.agronet.gov.co .	
Method of Transfer to USAID: Electronic	
Frequency & Timing of Data Acquisition: Annually	
Estimated Cost of Data Acquisition: Medium	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: M&E Filing System (Electronic and Hard copy).	
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment: July 19th, 2018	
Known Data Limitations and Significance (if any): The availability of the data depends on when the data is made public and accessible on the web sites.	
Actions Taken or Planned to Address Data Limitations: Align the time the data is available from the sources with the indicator reporting time. Alternatively, consult other secondary sources if data is delayed beyond reporting time.	
Date of Future Data Quality Assessments: TBD	
Procedures for Future Data Quality Assessments: TBD	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
Data Analysis: Data reported will be downloaded on an annual basis and will be presented tabulated, disaggregated and analyzed according to the specifications of the CIRS.	
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS.	
Review of Data: Data will be verified by environmental Specialist and reviewed by M&E Director.	
Reporting of Data: Annually.	

OTHER NOTES
Starting Value/Threshold: **Cocoa:** 173,016 Hectares Source: Fedecacao, 2016 **Coffee:** 903,950 Hectares Source: Federación Nacional de Cafeteros, 2017 **Latex:** 61,588 Hectares Source: Agronet, 2016 **Tropical F&V:** 795,116 Hectares Source: Agronet – Yuca 2014, Blackberry 2016, Banana 2016, Plátano 2015, Coconut 2016.
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Context Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Context Indicator	
Name of Activity Sub-Intermediate Result: N/A	
Name of Indicator: PAC-26 Volume of production (Custom)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** No
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): This indicator reports the volume of production of cultivated land of each of the five value chains relevant to PMA activities, it is presented at department level during the reporting year. The threshold of this indicator allow to analyze PMA's contribution to volume produced but with limited attribution.	
Unit of Measure: MTs (Crops); Liters (dairy)	
Disaggregated by: Geographic Scope: department; municipality Value chain: Cocoa, Coffee, Dairy, Latex, Tropical F&V	
Justification & Management Utility: This context indicator allows PMA to estimate its contribution on volume of production in the targeted value chains.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected using online secondary sources, public reports on specific value chains, that are available annually. The method of calculation for the Fedecacao and Federación Nacional de Cafeteros data are annual surveys conducted nationwide. The method of calculation for Agronet data are the aggregation of annual surveys collected nationwide by the Ministry of Agriculture and Rural Development through the departmental councils.	
Data Source(s): Fedecacao: http://www.fedecacao.com.co; Federación Nacional de Cafeteros: https://www.federaciondecafeteros.org and Agronet: http://www.agronet.gov.co	
Method of Transfer to USAID: Electronic	
Frequency & Timing of Data Acquisition: Annually	
Estimated Cost of Data Acquisition: Medium	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: M&E Filing System (Electronic and Hard Copy)	
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment: July 19th, 2018	
Known Data Limitations and Significance (if any): The availability of the data depends on when the data is made public and accessible on the web sites.	
Actions Taken or Planned to Address Data Limitations: Align the time the data is available from the sources with the indicator reporting time. Alternatively, consult other secondary sources if data is delayed beyond reporting time.	
Date of Future Data Quality Assessments: TBD	
Procedures for Future Data Quality Assessments: TBD	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
Data Analysis: Data reported will be downloaded on an annual basis and will be presented tabulated, disaggregated and analyzed according to the specifications of the CIRS.	
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS.	
Review of Data: Data will be verified by environmental Specialist and reviewed by M&E Director.	
Reporting of Data: Annually.	

OTHER NOTES
Notes on Baselines/Targets: **Starting Value/Threshold** **Cocoa:** 60,535 MTs Source: Fedecacao 2017 **Coffee:** 851,640 MTs Source: Federación Nacional de Cafeteros, 2017 **Dairy:** 6,506,632 Liters Source: Consejo Nacional Lácteo, 2017 **Latex:** 22,857 MTs Source: Agronet, 2016 **Tropical F&V:** 7,707,096 Mts Source: Agronet – Yuca 2014, Blackberry 2016, Banana 2016, Plátano 2015, Coconut 2016
Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

Context Indicator Reference Sheet	
Name of Activity Development Objective (or Goal or Purpose): Improved Competitiveness of Rural Producers to Respond to New and Expanding Market Opportunities	
Name of Activity Intermediate Result: Context Indicator	
Name of Activity Sub-Intermediate Result: N/A	
Name of Indicator: PAC-27 Value of exports (Custom)	
Is this an Output Indicator? No	**Is this an Outcome Indicator?** No
Is this a Standard indicator? No	
DESCRIPTION	
Precise Definition(s): This indicator reports the value of the export of four value chains relevant to PMA activities. The threshold of this indicator allow to analyze PMA's contribution to exports but with limited attribution.	
Unit of Measure: Colombian Pesos (COP). Exchange Rate: 2,800 COP/USD.	
Disaggregated by: Value chain: Cocoa, Coffee, Tropical F&V	
Justification & Management Utility: This context indicator allows PMA to estimate its contribution on volume of exports in the targeted value chains.	
PLAN FOR DATA ACQUISITION	
Data Collection Method: Data will be collected via online reports from DIAN (Dirección de Impuestos y Aduanas Nacionales) through its Statistical System of Foreign Trade (Siex). The method of calculation for the Siex, it collects all export transactions, volume and value, of products declared by the exporter, including the ones that at tax free.	
Data Source(s): DIAN (Dirección de Impuestos y Aduanas Nacionales) through its Statistical System of Foreign Trade – Siex http://websiex.dian.gov.co/	
Method of Transfer to USAID: Electronic	
Frequency & Timing of Data Acquisition: Annually	
Estimated Cost of Data Acquisition: Medium	
Individual Responsible at IP (title): PMA M&E Director.	
Individual Responsible for Providing Data to USAID: PMA M&E Director.	
Location of Data Storage: M&E Filing System (Electronic and Hard Copy)	
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment: July 19th, 2018	
Known Data Limitations and Significance (if any): The availability of the data depends on when the data is made public and accessible on the web sites.	
Actions Taken or Planned to Address Data Limitations: Align the time the data is available from the sources with the indicator reporting time. Alternatively, consult other secondary sources if data is delayed beyond reporting time.	
Date of Future Data Quality Assessments: TBD	
Procedures for Future Data Quality Assessments: TBD	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
Data Analysis: Se descargarán anualmente los datos reportados en el portal Siex http://websiex.dian.gov.co/ and data will be analyzed according to the specifications of the PIRS.	
Presentation of Data: Data will be presented disaggregated according to the specifications of the PIRS.	
Review of Data: Data will be verified by environmental Specialist and reviewed by M&E Director.	
Reporting of Data: Annually.	
OTHER NOTES	
Starting Value/Threshold **Cocoa:** Pesos Col$27,584,956,000 **Coffee:** Pesos Col$124,315,758,000 **Tropical F&V:** Pesos Col$671,658,352,400 Exchange Rate: 2,800 COP/USD **Source:** Siex http://websiex.dian.gov.co/	

Other Notes:
THIS SHEET LAST UPDATED ON: 07/19/2018 by Gloria Ortiz (M&E Director)

ANNEX I: MEL WORK PLAN

Activity	FY 2017				FY 2018				FY 2019				FY 2020				FY 2021				FY 22	
	M	A	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Strategic Planning																						
Strategic planning workshop among key personnel to articulate PMA goals and objectives																						
Finalize theory of change and results framework																						
Finalize indicator selection																						
Calculate provisional targets based on available secondary information																						
Complete performance Indicator Reference Sheets (PIRS) for each indicator																						
AMELP finalized and submitted to USAID																						
Revisions to AMELP based on USAID comments																						
Annual AMELP updates to indicators and targets based on results achieved																						
Baseline Establishment																						
Liaise with USAID and third-party contractor on methodology and SOW for baseline data collection																						
Provide ongoing input to USAID and third-party contractor on sampling methodology, survey design, and analysis, as needed																						
In-depth review of baseline results; comments provided to USAID and third-party contractor																						
Incorporate results of baseline study into MEL Plan and revise targets appropriately																						

Activity	FY 2017				FY 2018				FY 2019				FY 2020				FY 2021				FY 22	
	M	A	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Data Collection for Routine Monitoring																						
Data collection methodology and procedures drafted																						
Finalize data collection templates (registration, training, and other activities)																						
Ongoing PMA and partner activity-level data collected and entered into CIRIS																						
Identify M&E subcontractor through competitive bidding process																						
Finalize annual sampling methodology, sample frame (based on activity records), and survey design with M&E subcontractor																						
Field-based survey data collection																						
Data cleaning and analysis																						
Provide M&E inputs (indicators, disaggregates) into annual report																						
Data Quality Assurance																						
Preliminary DQA analysis completed for each indicator																						
DQA methodology adapted to PMA for both internal and partner application																						
Initial Partner DQAs conducted to assess data management systems and M&E capacity																						
DQA action plans developed for partners to address shortcomings highlighted in Partner DQAs																						
Annual partner DQAs conducted to validate results																						
Reporting and Use																						
Initial MONITOR training and system registration (activity information and AMELP indicators)																						

Activity	FY 2017				FY 2018				FY 2019				FY 2020				FY 2021				FY 22	
	M	A	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Data prepared and incorporated into Quarterly, and Annual Reports																						
Data entered into MONITOR, TraiNet and other required quarterly reporting platforms																						
Success stories and case studies produced																						
Data entered into DDL, MRR, and other required annual reporting platforms																						
Capacity-Building																						
Home Office STTA provided for internal capacity building activities; with bi-annual follow-up support																						
PMA M&E team trained in CIRIS, data collection methodologies and tools, indicators & disaggregates, data cleaning & analysis techniques (MS Excel, STATA), reporting requirements																						
Ongoing partner and stakeholder M&E training in CIRIS, activity-level data collection, quality control, and reporting requirements																						
Evaluation																						
Rapid internal evaluation checks (i.e. clients satisfactions surveys, perceptions analyses) conducted																						
Results disseminated to appropriate stakeholders																						
Mid-term and Final Evaluations conducted by third-party contractors																						
Results of internal and external evaluations incorporated into project design																						
Learning																						
Identify ICT partner to develop knowledge-sharing platform through																						

Activity	FY 2017				FY 2018				FY 2019				FY 2020				FY 2021				FY 22	
	M	A	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
competitive bidding process																						
Knowledge management platform developed																						
Knowledge management system continuously updated																						
Regular PMA management review of activity records for beneficiary targeting																						
Participate in working groups, as opportunities emerge, to coordinate efforts and share results among stakeholders (GOC, private sector, donor-funded projects)																						
Annual outcome indicator review to inform work plan development and MEL Plan targets																						
Special studies coordinated with subcontractor to test development hypotheses and theory of change per Learning Plan																						

ANNEX II: USE OF ANNUAL SURVEYS

Due to the high costs of collecting census data, PMA proposes employing annual sample surveys to collect detailed data to report against farmer-level indicators. PMA will conduct a new random sample each year, based on the beneficiary population at the point in time in which the sample is drawn. This methodology has the advantage of being able to respond to changes in beneficiary populations, geographic coverage, and/or new value chains, on a year-to-year basis. The survey will address the following key performance indicators, per the AMELP, as well as other information relevant to project activities and results:

- PAC-02 Value of incremental net income due to the production of promoted value chains (Custom)
- PAC-04 Value of smallholder incremental sales generated with USG assistance (EG.3.2-19; CDCS)
- PAC-11A Productivity of targeted value chain commodities as a result of USG assistance (Custom)
- PAC-11B Productivity of dairy as a result of USG assistance (Custom)
- PAC-14 Number of hectares of land under improved technologies or management practices with USG assistance (EG.3.2-18)

The basic procedure for planning for, and collecting and analyzing data from, the sampling methodology is described below:

1. **Sample Size Calculation:** The eligible sample population will consist of the number of households/producers registered with at least six months of assistance since joining the program, calculated from the start date of the agreement to the end of the reporting year. Applying a 95% confidence level, 10% margin of error, and including a 10 percent inflation to account for non-response, the sample calculation generally results in a sample size of between 900 and 1,200 respondents.
2. **Sample Design:** Sample respondents will be identified using a two-stage cluster methodology, with systematic selection of beneficiaries. In the first stage, a geographically clustered sample of veredas (or producer associations) will be randomly selected from a list of all covered veredas (or producer associations) within the PMA targeted municipalities. In the second stage, beneficiaries will be randomly selected from each of the selected veredas (or producer associations) using a systematic sampling method. The Sampling Guide for Beneficiary-Based Surveys for Select Feed the Future Agricultural Annual Monitoring will be used to inform specific sampling activities: https://agrilinks.org/library/sampling-guide-beneficiary-based-surveys-select-feed-future-agricultural-annual-monitoring.
3. **Questionnaire Design & Administration:** The PMA M&E team will work with Fintrac's home office to develop the data collection tool in compliance with standard indicator guidance (units, disaggregates, etc.). Beneficiaries will be visited once a year (for annual survey purposes), prior to the close of the fiscal year. The survey will be administered using iFormBuilder software on tablets.
4. **Data Analysis:** Following field-based data collection, the results will be cleaned, analyzed, and extrapolated to the project population for the reporting year in order to respond to contractual reporting requirements. The baseline averages (i.e. yields and sales per hectare) obtained from FEDESARROLLO will similarly be extrapolated to the current beneficiary

population in order to make accurate comparions. Analysis will be conducted primarily using MS Excel and the statistical software package, STATA.

5. **Report in MONITOR:** Once indicator data has been analyzed and presented/approved by the COR, PMA will report indicator progress into the MONITOR system to allow aggregation of results at the project level; data will be recorded under "Actividad Bandera" and for Q4 of reporting fiscal year.

There are three primary reasons for implementing this sample approach instead of more:

1. The project has a large number of target beneficiaries and the cost associated with collecting census would not result in improved quality data. A sample will be both statistically representative and logistically manageable to collect, validate, and analyze data with a higher degree of accuracy.
2. The baseline data collected by FEDESARROLLO is annual data and is not disaggregated further by month or quarter. Therefore, indicators such as incremental sales require a full year of results data in order to accurately calculate the corresponding increment. Otherwise, the increments would likely be negative.
3. The outcomes for targeted indicators (i.e. technology adoption, increased yields, increased sales) measured by the annual survey take time to emerge, and the anticipated changes on a quarterly basis would not justify the increased cost associated with quarterly data collection. Furthermore, seasonal crops (such as coffee) which will represent more than half of the program beneficiaries have one primary harvest period per year.

While we are confident that the sampling methodology will lead to higher quality data, we recognize the importance of more regular reporting to USAID and other stakeholders. Therefore, we have included additional indicators in this AMELP that can be reported on a quarterly basis to address this need. These include value of local sales (PAC-05) and crop area under direct project assistance (PAC-13). While these indicators are more output oriented, they will provide a reasonable indication as to the expected achievement of related outcome indicators, to be reported annually (i.e. value of total sales → value of incremental sales; crop area under project assistance → number of hectares under improved technologies).

ANNEX III: ORGANIZATIONAL STRENTHENING TOOL (PRODUCER ORGANIZATIONS), INDICATOR PAC-16

Criterios de calificación		HUB PARA LA COMPETITIVIDAD INCLUSIVA Medición de la capacidad organizacional para encadenamientos
5	Lo tiene y esta aplicándolo adecuadamente	
3	Están en proceso para tenerlo o cuentan con un plan para alcanzarlo	
1	No lo tienen y no han pensado contar con ello	

ACTIVA G10

Nº	Pregunta	Valoración (1-5)	Criterios valoración	Observaciones	Total Área	Actividades	Responsable
1. ORGANIZACIONAL							
1.1 Manejo democrático y participativo							
1.1.1	¿La organización cuenta con una estructura organizacional (organigrama) definida ?	5	Tiene (5) No tiene (1)				
1.1.2	¿La estructura organizacional es conocida por los empleados y/o asociados?	3	La conocen completamente (5) La conocen en algún sentido (3) No la conocen (1)				
1.1.3	¿La junta directiva está completa?	5	SI (5) No (1)				
1.1.4	¿Cada cuanto se reúne la junta directiva?	5	De acuerdo con los estatutos (5) Esporadicamente (3) No se reunen (1)				
1.1.5	¿Llevan actas y registros de las reuniones de la Junta Directiva?	5	SI (5) No (1)				
1.1.6	¿Cuál es la frecuencia de las asambleas generales?	5	Por lo menos dos veces al año (5) Menos de dos veces al año (3) No se reunen (1)				
1.1.7	¿Cuál fue el porcentaje de socios que asistieron a la última asamblea?	5	50% o más (5) Menos del 50% (1)				
1.1.8	¿Llevan actas y registros de las reuniones de la Asamblea ?	5	SI (5) No (1)				
1.1.9	¿ Los estatutos son conocidos por los asociados?	3	Más de la mitad de los socios conocen los estatutos (5) Menos de la mitad de los socios conocen los estatutos (3) No lo conocen (1)				
1.1.10	¿Cuántos comités o grupos de trabajo se encuentran en funcionamiento?	5	Tres o más (5) Menos de tres (3) Ninguno (1)				
1.1.11	¿Cuáles son los medios de información y comunicación de la organización con los socios?	5	Boletín o carteles de radio (5) Teléfono (3) Otro ¿Cuàl?				
1.1.12	¿Cuentan con el libro de socios actualizado donde consta la fecha de ingreso, información de socios y fecha de salida?	5	Libro de socios al día (5) No está actualizado (3) No llevan (1)				
1.1.13	¿Cuál es el porcentaje actual de los socios activos?	5	60% o más (5) Menos del 60% (1)				
1.1.14	¿Realizan la planeación de manera participativa?	3	Con los socios (5) Junta directiva (3) Presidente (1)				
1.1.15	¿Cómo se toman las decisiones dentro de la organización?	3	Con los socios (5) Junta directiva (3) Presidente (1)				
1.1.16	¿Durante los últimos dos años cuántas capacitaciones han tenido los asociaciods en temas: técnicos, comerciales, financieros, empresariales, sociales, etc.?	5	Más de tres capacitaciones (5) Menos de tres (3) Ninguna (1)				
1.1.17	¿Cómo es la participación de las mujeres en la organización?	5	Mujeres en cargos de decisión (5) Mujeres solo como socias (3) Ninguna (1)				
1.1.18	¿La organización cuenta con programas dirigidos a las familias, jovenes, niños o mujeres?	1	Si tienen (5) No tienen (1)				
1.1.19	¿Cómo es la relación de la organización con la comunidad?	5	Hay interacción (5) Conflicto o no tiene (1)				
1.1.20	¿Cómo son las relaciones interpersonales al interior de la organización	5	Hay interacción (5) Conflicto o no tiene (1)				
1.1.21	¿Cómo es la relación con el Estado?	5	Articulación (5) Conflicto o no tiene (1)				

1.2 Capacidad gerencial, administrativa y de gestión

1.2.1	¿Cómo se guardan los documentos de la organización?	5	Se tienen ordenados y archivados la totalidad de los documentos de la organización (5) Se tienen documentos de la organización pero sin orden (3) No se tiene un archivo con documentos de la organización (1)				
1.2.2	¿La organización cuenta con manuales administrativos y/o reglamentos de trabajo?	5	Se tienen reglamentos y manuales de trabajo que se necesitan (5) Se tienen pero no se aplican (3) No se tienen manuales administrativos y/o reglamentos de trabajo (1)				
1.2.3	¿La organización cuenta con un plan de trabajo a mediano plazo con: metas sociales, de mercado, productivas y financieras?	1	Tiene (5) No tiene (1)				
1.2.4	¿Cómo se hacen el seguimiento y evaluación de las actividades de la organización?	5	Se hacen reuniones y se llevan actas de seguimiento para saber cómo va el proceso de la organización (5) No se hace el segumiento al desarrollo de las actividades de la organización (1)				
1.2.5	¿La organización cuenta con un plan de negocios con metas productivas, de mercado y economicas?	1	Tiene (5) No tiene (1)				
1.2.6	¿Se tienen establecidas la misión y visión de le organización y del negocio?	5	Tiene (5) No tiene (1)				
1.2.7	¿La organización cuenta con recursos humanos contratados para las labores administrativas?	5	Tiene (5) No tiene (1)				
1.2.8	¿Los asociados o miembros manejan computadores?	5	Más de uno (5) Solo uno (3) Ninguno (1)				
1.2.9	¿La organización conoce cómo se elabora un plan de negocios?	5	Lo conocen (5) No lo conocen (1)				
1.2.10	¿La organización cuenta con un Plan de Acción?	1	Tiene y está vigente (5) Tiene pero no está vigente (3) No tienen (1)				
1.2.11	¿La organización cuenta con un fondo rotatorio?	5	Si (5) No (1)				
1.2.12	¿El Fondo Rotatorio se encuentra reglamentado?	5	Si (5) No (1)				
1.2.13	¿Cómo son los resultados del negocio?	5	Positivo (ganancias) (5) Negativo (pérdidas) (3) No tiene (1)				
1.2.14	¿La organización cuenta con órganos de control y auditoria? ¿Quiénes son y cómo la hacen?	5	Llevan y rinden cuentas a los socios, tienen controles financieros y contables a cuentas bancarias, registros, libros de tesorería. (5) NO Llevan y NO rinden cuentas a los socios, NO tienen controles financieros y contables a cuentas bancarias, registros, libros de tesorería (1)				
1.2.15	¿Cuántos proyectos han sido aprobados en los ultimos tres años?	5	Uno o más (5) Ninguno (1)				
1.2.16	¿La organización tiene relación con otras organizaciones, gremios o personas/ empresas que participan en su proceso productivo?	5	Con otras organizaciones (5) Con Ninguna (1)				

1.3 Situación contable, financiera y tributaria

1.3.1	¿Qué porcentaje de los socios está al dia con el pago aportes?	5	Más del 50% está al día (5) Menos del 50% (3) Ninguno (1)				
1.3.2	¿La organización realiza los registros contables con sus respectivos soportes?	5	Se lleva la contabilidad con soportes de acuerdos a las normas legales. (5) No se llevan registros contables, ni se tienen los soportes (1)				
1.3.3	¿La organización cuenta con informes financieros y contables?	5	Tienen informes financieros (5) No se tienen informes financieros (1)				
1.3.4	¿La organización tiene una cuenta bancaria?	5	Tiene (5) No tiene (1)				
1.3.5	¿La organización se encuentra al día con las obligaciones tributarias?	5	Si (5) No (1)				
1.3.6	¿Están actualizados los libros de tesorería y aportes de los socios ?	1	Están actualizados (1) No están actualizados (5)				
1.3.7	¿Tienen puntos de acopio y/o áreas de transformación y/o almacenes y/o area administrativa?	3	Propios y/o préstamo (5) En arriendo o sin documentos legales (3) No tiene (1)				
1.3.8	¿Cuál es la principal fuente de los recursos de la organización?	5	Recursos propios y externos (5) Solo recursos propios (3) Solo recursos externos (1)				
1.3.9	¿Cómo ha sido el comportamiento de los recursos de la organización en los últimos años?	5	Creciente (5) Decreciente (1) Constante (3)				
1.3.10	¿La organización ofrece alguna línea de créditos para los asociados?	5	Tiene (5) No tiene (1)				

TOTAL AREA ORGANIZACIONAL

1.1 Manejo democrático y participativo	0.00
1.2 Capacidad gerencial, administrativa y de gestión	0.00
1.3 Situación contable, financiera y tributaria	0.00
Promedio	**0.00**

Criterios de calificación		HUB PARA LA COMPETITIVIDAD INCLUSIVA
5	Lo tiene y esta aplicándolo adecuadamente	
3	Están en proceso para tenerlo o cuentan con un plan para alcanzarlo	Medición de la capacidad organizacional para encadenamientos
1	No lo tienen y no han pensado contar con ello	

ACTIVA G10

2. COMERCIAL

Nº	Pregunta	Valoración (1-5)	Criterios valoración	Observaciones	Total Área	Actividades	Responsable
2.1 Procesos de comercialización							
2.1.1	¿Cómo es la comercialización de productos o servicios como organización?	5	Como organización (5) Cada socio vende de forma individual (1)				
2.1.2	¿La organización ha identificado su mercado, precios y requisitos para la venta?	3	Se conoce el mercado y se buscan los clientes (5) Se conocen algunos clientes (3) Los clientes buscan sus productos (1)				
2.1.3	¿La organización ha establecido convenios comerciales con sus clientes? (contrato firmado)	3	Se cuenta (5) tiene acuerdos y/o cartas de intención donde se especifica cantidades, precios y condiciones de compra (3) NO (1)				
2.1.4	¿La organización tiene el paso a paso o proceso de comercialización (transporte, comunicación, entrega, empaques, etc.) definido y socializado con todos los integrantes?	1	SI (5) No (1)				
2.1.5	¿Cómo se dan a conocer los productos o sevicios de la organización?	3	Promoción de productos con materiales o publicidad, muestras (5) Se comunica sobre el producto o servicio ofreciendolo a personas conocidas (voz a voz) (3) NO se hace promoción del producto (1)				
2.1.6	¿Se han desarrollado nuevos productos, presentaciones o servicios?	5	Si, de acuerdo a las dinamicas del mercado (5) No se han desarrollado nuevos productos (1)				
2.1.7	¿De qué manera define el precio de los productos que vende la organzación?	5	Se cuenta con un esquema de conformación de precios incluye costos de producción, logistica y comercialización (5) No (1)				
2.2 Mercadeo y Ventas							
2.2.1	¿La organización cuenta con un Plan de Mercadeo y Ventas definido?	3	Tienen plan de mercadeo y ventas y cuenta con presupuesto para su implementación (5) Tiene plan de mercadeo y ventas (3) No tiene (1)				
2.2.2	¿La organización tiene un portafolio o catálogo de sus servicios y productos?	5	SI (5) No (1)				
2.2.3	¿La organización cuenta con imagen corporativa (logo) y piezas de comunicación?	5	SI (5) No (1)				
2.2.4	¿La organización tiene una estrategia de comunicación donde se puedan ver y verificar los atributos del producto?	5	SI (5) No (1)				
2.2.5	¿La organización conoce y cumple los requisitos exigidos por los clientes ?	5	SI (5) No (1)				
2.2.6	¿La organización revisa la capacidad de producción de todos los asociados antes de adquirir un compromiso con el cliente?	1	Siempre (5) Algunas veces (3) Nunca (1)				
2.2.7	¿Las entregas se realizan a los clientes en los términos de cantidad y calidad del producto?	5	SI (5) No (1)				
2.2.8	¿La organización realiza procesos de control de calidad a los asociados?	5	SI (5) No (1)				
2.2.9	¿La organización lleva registros de producción de sus asociados y los utiliza para compromisos comerciales?	5	SI (5) No (1)				
2.2.10	¿La organización tiene definido un responsable o un comité para la gestión comercial?	5	SI (5) No (1)				
Pregunta abierta							
2.3.1	¿Que le hace falta a la organización para realizar nuevos compromisos comerciales?		a) Formación de personal				
			b) Personal				
			c) Calidad del Producto				
			d) Volumen de producción	X			
			e) Financiación	X			
			f) Infraestructura				

TOTAL AREA COMERCIAL

2.1 Procesos de comercialización	0.00
2.2 Mercadeo y Ventas	0.00
Promedio	**0.00**

Criterios de calificación		HUB PARA LA COMPETITIVIDAD INCLUSIVA Medición de la capacidad organizacional para encadenamientos
5	Lo tiene y esta aplicándolo adecuadamente	
3	Están en proceso para tenerlo o cuentan con un plan para alcanzarlo	
1	No lo tienen y no han pensado contar con ello	

ACTIVA G10

Nº	Pregunta	Valoración (1-5)	Criterios valoración	Observaciones	Total Área	Actividades	Responsable
3. Articulación Productiva							
3.1 Procesos productivos							
3.1.1	¿Conoce las personas / empresas que hacen parte en su proceso productivo desde la preparación para la siembra hasta el consumidor?	5	Se cuenta (5) o no (1) con un diagrama de las personas y procesos productivos				
3.1.2	¿Los asociados aplican los mismos procesos de producción, transformación o prestación de servicios?	5	Los procesos de producción son iguales para todos los socios (5) Algunos socios están unificando procesos de producción (3) Cada asociado produce de forma distinta (1)				
3.1.3	¿La organización cuenta con un inventario productivo? Socio, qué produce, cúanto produce	1	Tiene inventario productivo (5) No tiene (1)				
3.1.4	¿La organización hace algún control de calidad y trazabilidad a los productos?	3	Se hace control de calidad y seguimiento a los productos o servicios (5) Se hacen algunos procesos de control de calidad (3) No se controla calidad (1)				
3.1.5	¿Se tiene definida la programación de producción de la organización? (siembras programadas)	5	Tiene programa de producción (5) No tiene (1)				
3.1.6	¿La organización tiene definidos los costos de producción para el producto o productos que comercializa?	5	Se conocen la totalidad de los costos internos y externos para determinar utilidad (5) Solo se conocen algunos costos de producción (3) No se conocen los costos de producción (1)				
3.1.7	¿Cómo se realizan las compras de insumos agricolas?	1	Se compran la totalidad de insumos de acuerdo a la necesidad de todos los socios (5) Se compran algunos insumos de los asociados (3) Cada socio compra de forma individual los insumos que requiere (1)				
3.1.8	¿La organización ofrece servicio de asistencia Técnica en las fincas de los socios?	5	SI (5) No (1)				
3.1.9	¿Tienen servicios de técnicos y de capacitación de otras instituciones?	5	SI (5) No (1)				
3.2 Manejo ambiental							
3.2.1	Manejo de residuos	1	Se manejan categorías de residuos sólidos y liquidos (5) Implementan un programa de manejo de gestión integral de residuos (1)				
3.2.2	Implementa acciones que mejoran las condiciones de los recursos naturales existentes?	5	SI (5) No (1)				
3.2.3	Implementa acciones que permiten el cambio a fuentes de energías renovables o tecnologías mas limpias?	5	SI (5) No (1)				
3.2.4	Identifica e implementa prácticas que contribuyen a la disminución de los riesgos asociados a desastres naturales?	1	SI (5) No (1)				
0							

3.1 Procesos productivos	0.00
3.2 Manejo ambiental	0.00
Promedio	**0.00**

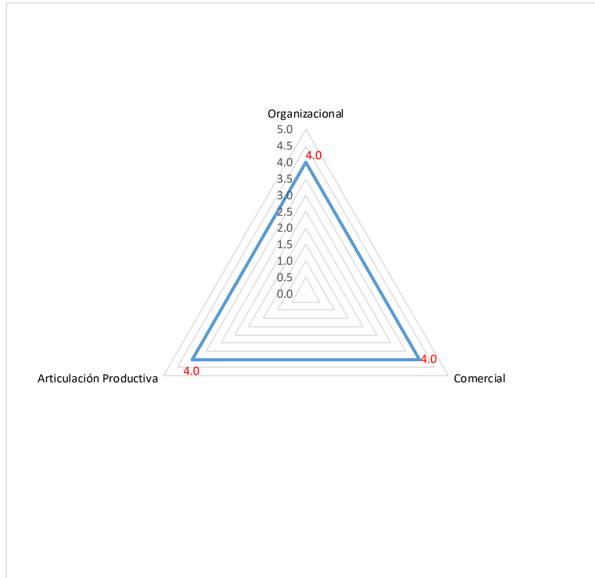
HUB PARA LA COMPETITIVIDAD INCLUSIVA

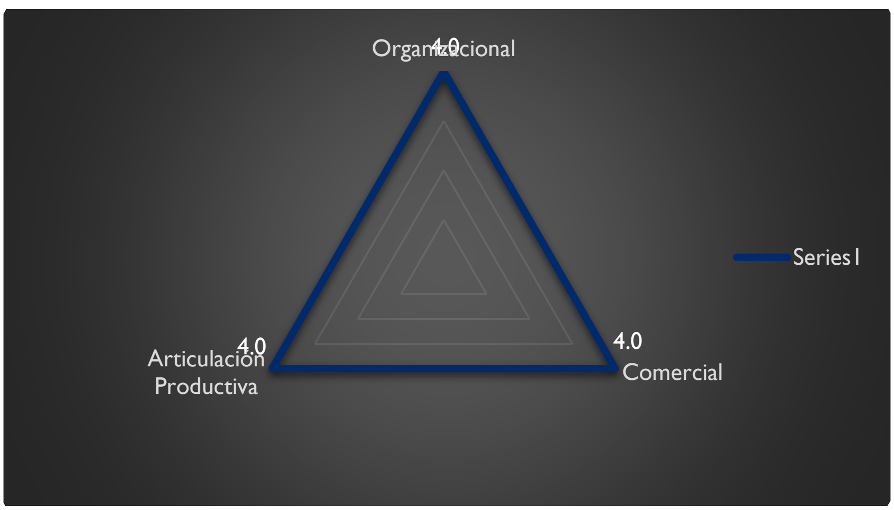
Medición de la capacidad organizacional para encadenamientos

Nombre de la organización:	
Beneficiarios:	

	VALORACIONES
Ficha de oferta	
Calificación y clasificación	

Dimensiones	Valoración por Dimensiones	Valoración Global
Organizacional	*4.0*	*4.0*
Comercial	*4.0*	
Articulación Productiva	*4.0*	





ANNEX IV: ORGANIZATIONAL STRENTHENING TOOL (INFRASTRUCTURE), INDICATOR PAC-19

HERRAMIENTA DE MEDICIÓN DE LA CAPACIDAD ORGANIZACIONAL

Fecha	DD/MM/AAAA

Medición	Pretest ☐	Postest ☐

Nombre de la Organización	
NIT de la organización	
Representante Legal de la Organización	
Especialista de Infraestructura PAC	

1. Sistema de Control

1.1 ¿Cuentan con una veeduría comunitaria conformada?: SI ☐ NO ☐

1.2 ¿La veeduría comunitaria ha recibido capacitación en aspectos básicos (Qué son las veedurías, Para qué sirven las veedurías) durante los últimos 6 meses? SI ☐ NO ☐

2. Manejo Contable

2.1 ¿Han presentado Informes Financieros? SI ☐ NO ☐

2.2 ¿Utilizan un Software contable?: SI ☐ NO ☐

2.3 ¿Han recibido capacitación en las áreas contables durante los últimos 6 meses? SI ☐ NO ☐

3. Gestión de Recursos

3.1 ¿Tienen un listado de organizaciones públicas o privadas a donde pueden hacer la gestión de proyectos?: SI ☐ NO ☐

3.2 ¿Tienen un paso a paso para hacer la gestión de proyectos?: SI ☐ NO ☐

4. Mantenimiento Rutinario de Vías

4.1 ¿Cuentan con una guía de mantenimiento rutinario de vías?: SI ☐ NO ☐

4.2 ¿Han recibido capacitación en los últimos 6 meses sobre el mantenimiento rutinario de vías?: SI ☐ NO ☐

4.3 ¿Cuentan con un kit para el mantenimiento rutinario de vías?: SI ☐ NO ☐

Firma Representante Legal

Firma Especialista Infraestructura PAC

Ingresado a CIRIS ☐

Código del Contrato:	
Nombre del Ejecutor:	
Nombre corto del proyecto:	
Fecha de Inicio:	
Fecha Final:	

	UMBRALES		PRETEST		POSTEST		RESULTADO
	SI	**NO**	**SI**	**NO**	**SI**	**NO**	**CONTRASTE**
1. Sistema de Control							
1.1 ¿Cuentan con una veeduría comunitaria conformada?	1	0					0
1.2 ¿La veeduría comunitaria ha recibido capacitación en aspectos básicos (Qué son las veedurías, Para qué sirven las veedurías) durante los últimos 6 meses?	1	0					0
2. Manejo Contable							
2.1 ¿Han presentado Informes Financieros?	1	0					0
2.2 ¿Utilizan un Software contable?	1	0					0
2.3 ¿Han recibido capacitación en las áreas contables durante los últimos 6 meses?	1	0					0
3. Gestión de Recursos							
3.1 ¿Tienen un listado de organizaciones públicas o privadas a donde pueden gestionar recursos?	1	0					0
3.2 ¿Tienen una guía de procedimientos para gestionar recursos?	1	0					0
4. Mantenimiento Rutinario de Vías							
4.1 ¿Cuentan con una guía de mantenimiento rutinario de vías?	1	0					0
4.2 ¿Han recibido capacitación en los últimos 6 meses sobre el mantenimiento rutinario de vías?	1	0					0
4.3 ¿Cuentan con un kit para el mantenimiento rutinario de vías?	1	0					0
MÁXIMO PUNTAJE	10	0	0	0	0	0	0