**usaid/uganda feed The Future**

**FEED THE FUTURE COMMODITY PRODUCTION AND MARKETING ACTIVITY**

MONITORING AND EVALUATION PLAN (May 2013 – May 2018)

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**Commodity Production and Marketing Activity**

**MONITORING AND EVALUATION PLAN**

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# ACRONYMS

CAADP Comprehensive Africa Agriculture Development Program

CDCS Country Development Cooperation Strategy

CLA Collaboration, Learning and Adapting

COMPETE Competitiveness and Trade Expansion Program

COP Chief of Party

DCTs Data Collection Tools

DO Development Objective

DOPs District Operational Plans

DQA Data Quality Assessment

DSIP Development Strategy and Investment Plan

FaaFB Farming as a Family Business

FTF Feed the Future

GBC Grain Bulking Centers

GDA Global Development Alliance

GoU Government of Uganda

IPs Implementing partners

IR Intermediate Result

LEAD Livelihoods and Enterprises for Agricultural Development

LG Local Government

LOA Life of Activity

M&E Monitoring and Evaluation

MA Made Available for Transfer

MAAIF Ministry of Agriculture, Animal Industry and Fisheries

ME&L Monitoring, Evaluation and Learning

MLI Market Linkages Initiative

MSME Micro Small and Medium Enterprises

MTIC Ministry of Trade, Industry, and Cooperatives

NAADS National Agricultural Advisory Services

NAP National Agricultural Policy

NDP National Development Plan

NGO Non-governmental Organization

PEAP Poverty Eradication Action Plan

PO Producer Organization

REDS Rural Enterprise Development Services Ltd

RF Results Framework

SAF Strategic Activities Fund

SOPs Standard Operating Procedures

UBOS Uganda Bureau of Statistics

UCDA Uganda Coffee Development Authority

UGC Uganda Grain Council

USAID United States Agency for International Development

USG United States Government

USTA Uganda Seed Traders Association

VA Village Agents

VAC Village Aggregation Centers

VC Value Chain

# SECTION I BACKGROUND

This section introduces the Activity as well as the Activity description and approach and the development hypothesis.

## 1.1 Introduction

Chemonics International Inc. and our Ugandan partner Rural Enterprise Development Services Ltd. (REDS) is pleased to present the monitoring and evaluation (M&E) plan for the USAID/Uganda Feed the Future (FTF) Commodity Production and Marketing Activity, hereafter referred to as the “Activity.” This Activity is part of USAID/Uganda’s FTF Value Chain Development Interventions, which integrates a wide range of activities targeting various actors (producers, traders, service providers, key policy makers, etc.) to promote an integrated value chain system that enhances the market value of products. This Activity will contribute to achieving USAID Uganda’s Country Development Cooperation Strategy (CDCS) Development Objective (DO) One: “Economic growth from agriculture and the natural resource base increased in selected areas and population groups”.

## 1.2 Activity Description and Approach

The Activity will increase the production and marketing of high quality maize, beans, and coffee in 34 FTF focus districts by using a facilitative value chain approach with the aim of exploring the transformation of the middle actors/players to stimulate supply response to demand, improve relationships between actors and thereafter achieve sustainability of the Activity interventions. These “win-win” partnerships within the private sector will advance the impact of sustainable development and will foster private sector-led growth in emerging markets, critical to reducing poverty, fighting hunger and improving nutrition. The Activity will play a catalytic role in stimulating market development by sharing the vision of the desired value chain (VC) markets to actors and thereafter develop and sell models and actions that are consistent with the adopted VC market visions. Through Collaboration, Learning and Adapting (CLA), the Activity shall continuously promote adjustments in actions and visions to minimize risks of market distortion and maximize actor interventions in market development.

Building on former USAID interventions in the three commodity chain such as Livelihoods and Enterprises for Agricultural Development (LEAD),Competitiveness and Trade Expansion Program (COMPETE)and Market Linkages Initiative (MLI)achievements, the Activity will adopt proven models like village agent (VA) model, infrastructures such as grain bulking centers (GBC) and the village aggregation centers (VAC) models. Interventions from such programs will be scale out and used a starting point. The Strategic Activities Fund (SAF) will be used to share risk and leverage resources by working with and through partners to test and promote innovations and take proven successes to scale. The Activity will build the capacity of actors in the “middle” to be able to enhance crop productivity through demonstration and embedded extension services, increase access to inputs and credits and better access to markets for smallholder. The Activity will also facilitate partners to provide post-harvest support that may involve provision of equipment by service providers on a rental basis to farmers who otherwise could not afford it and markets support services through the enterprise-trader-village agent-smallholder producer’s model.

The Activity behavior change component will focus on identifying incentives that could strengthen relationships between value chain actors to participate in value chains and for the public/private sectors to collaborate on competitiveness strategies. This will help the private sector take risks to lower transaction costs along the entire value chain and increase value chain efficiencies, value addition, market share, and returns. The Activity will use a facilitative approach to build the capacity of all VC actors, particularly intermediaries, to identify areas and mechanisms to effectively compete and cooperate along the chain in vertical and horizontal relationships that promote the sharing of information, increased trust and mutually beneficial transactions that increase overall industry competitiveness. Partners will be supported to provide production and marketing services to smallholder farmers, traders, processors, buyers, and the like. The Youth and Gender components will support initiatives that improve Farming as a Family Business (FaaFB) and generate employment for the youth and increase women’s productive and beneficial participation within the supported VCs.

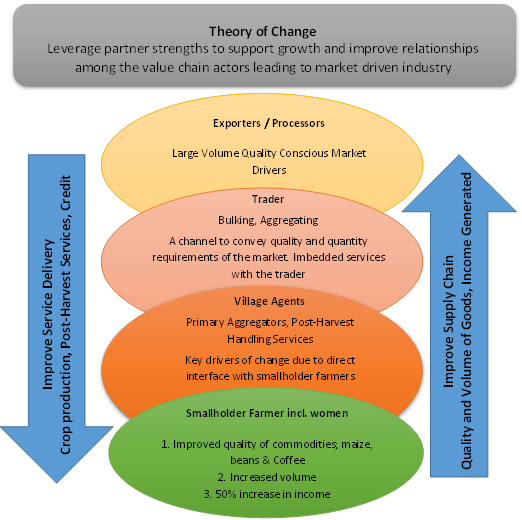
The Activity will have a robust Monitoring, Evaluation and Learning (ME&L) component that continually monitor and capture information and on-going learning that informs overall activity intervention design, refining and adaptation. The Activity will take an active role and develop mechanisms to share this learning with other partners through CLA. Through regular meetings and supporting key stakeholder platforms, the Activity will coordinate with district staff working with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) to operationalize the Development Strategy and Investment Plan (DSIP) zonal agriculture focus and the Ministry of Trade, Industry, and Cooperatives (MTIC) District Commercial Services Support to build the capacity of district commercial staff in 25 districts. We will coordinate with the chief administrative officers; production department’s community development coordinators; and planning units to align work with District Operational Plans. We shall also liaise with the USAID Strengthening Decentralization for Sustainability and Governance, Accountability, Participation, and Performance activities to become familiar with the District Operational Plan meetings (DOPs) meetings process where our regional staff will take the lead supported by the COP and his deputy. In districts without DOPs, we will coordinate with district staff to promote the adoption of this process.

The Activity utilizes an “exit at entry” strategy which is based on encouraging local ownership and improved competitiveness from the start. It is aimed at developing behavioral changes that result in business relationships grounded in effective competition and cooperation competitiveness that develop sustainable interventions by primarily using the resources and initiatives already operating in the industry. Utilizing the strategy, the Activity will support intermediaries and other value chain actors with a minimum of two years and a maximum of three years. The “exit at entry” points will be closely guided and monitored by our on-going knowledge management that is embedded in all our interventions and will be shared and informed by other FTF Activities through a proactive CLA process. In addition, the facilitative approach which focuses on promoting interventions, based on what the industry is prepared to do and not what the “Activity” can do for them will allow both parties to define the necessary level of resources to enrich the “exit at entry” strategy. In making an “offer”, the Activity will ensure that value chain actors are clear on what they are prepared to do and we then decide together how we can make it happen.

By addressing cross cutting issues of gender, environment and access to finance, the Activity will adopt facilitative approach in building effective horizontal and vertical linkages among value chain actors, we will promote sustainable private sector driven processes to up-grade and thereafter result into:

* Increased crop productivity through: Increased use of improved farm management practices, increased use of high quality agricultural inputs and increased access to production support services.
* Increased access to competitive markets through: Increased access to market support services, Improved market linkages and post-harvest handling

The linkages among value chain actors will result into improved service delivery to benefit farmers and improved supply chains benefiting both traders and exported as detailed in the Activity theory of change presented in Figure 1.

Figure 1: The Theory of Change

## 1.3 The Development Hypothesis

Our theory of change is based on the assumption that through the facilitation of incentives that rewards quality and are driven by customer service orientation, attitudes and behavior within the horizontal and vertical relationships of the value chain can and will cause transformation so that actors themselves are driving interventions to upgrade and trigger a supply response to demand. The facilitative approach mirrors the development hypothesis USAID/Uganda FTF Commodity and production and Marketing Activity intends to apply and test.

The hypothesis implies that intervening at “the middle value chain actors” will bring about systemic change to improve industry performance from production to marketing. The middle value chain actors, who are the market drivers will be coached on promoting interventions that will affect behavior of industry actors and introduced to feasible options to stimulate a change process while decreasing Activity support. The middle value chain actors will also be mentored in practices geared towards building relationships and promoting service delivery to smallholder farmers thus resulting into improved supply of quality coffee, maize and beans in the 34 FTF focus districts. The process will lead to a market driven industry as a result of leveraging partner(s) strength in supporting and promoting value chain growth.

As these ‘if” statements are met, they will in turn contribute to meeting the program’s overall objective, the “then” statement.

**Agricultural Sector Growth:**

**If** …… middle value chain actors see the incentive of improving their respective supply chains

and;

**If** …….the Activity interventions change behavior of middle value chain actors to invest into activities that will;

* Increase farmer access and utilization of high quality inputs
* Improve farmer access to production support services
* Increase farmer’s knowledge and adoption of improved farm management practices
* Increase farmer adoption of post-harvest handling practices

**then…..** smallholder farmers including women and youth will sustainably increase production and marketing of high quality maize, beans and coffee in the 34 FtF Focus districts resulting into increased incomes and industry performance

**Figure 2: Development hypothesis**

Between 1987 and 2005, Uganda’s agricultural sector performed well, growing by an average of 3.8 percent per annum. The sector was thus a major contributor to the success of the country’s poverty reduction efforts during that period. However, recently, the performance in the sector has been less impressive – the average rate of growth over the past 5 years (2006/07 to 2010/11) has slowed to 1.9 per cent – far less than the annual rate of population increase of 3.2 per cent. Moreover, until now, the bulk of growth in the sector has been driven by an expansion in the arable area, rather than by an increase in productivity.

Although there are some large-scale producers, smallholder farmers dominate the agricultural sector, producing more than 70% of marketed output. In 2010/11, exports of primary agricultural commodities contributed approximately 44% of Uganda’s formal export earnings. Coffee exports contribute up to 30% of Uganda’s foreign exchange earnings and employs more than 3.5 million Ugandans. When combined with informal trade, the contribution of agriculture to export revenues is far higher. Agricultural exports (particularly of maize and beans) continue to be dominated by small volumes of poor quality produce. Small scale coffee producers with less than three hectares of land produce about 90% of Uganda’s coffee.

**Agricultural Policy Framework:**

In the decade preceding 2008, the cornerstone to Uganda policy framework was the long standing Poverty Eradication Action Plan (PEAP) that focused on creating an enabling environment for rapid sustainable economic growth and structural transformation; increasing the ability of the poor to raise their incomes and quality of life; while ensuring good governance and security. Agricultural sector investments were largely guided by the Plan for Modernization of Agriculture and the Medium-Term Competitiveness Strategy, which are multi-sectorial strategies under the PEAP. In 2010, the PEAP was replaced by the National Development Plan (NDP) that emphasized restoration of agricultural growth as the engine for employment creation, poverty reduction and industrialization.

The Activity will hence be a major player in contributing towards the attainment of the goals of the NDP and MAAIF’s DSIP. The Activity aims to raise rural household incomes and improve food and nutrition security of Ugandans, particularly in the 34-targeted districts. The NDP and DSIP are consistent with the African Union’s Comprehensive Africa Agriculture Development Program (CAADP), which calls for increased funding to agriculture in pursuit of a 6 percent average annual growth rate for the sector. Government of Uganda (GoU) and other stakeholders are currently developing a new National Agricultural Policy (NAP), which focuses on increasing incomes of households engaged in crops, livestock, fisheries and all other agricultural related activities; supports stakeholder-led identification and development of value chains that are strategic and profitable; promotes domestic, regional and international trade in agricultural products; and ensures sustainable use and management of agricultural resources.

The Activity is part of the global USAID’s FTF Initiative and directly contributes to USAID Uganda’s FTF strategy and five year CDCS which emphasizes the United States (of America) Government’s (USG) commitment to advance aid effectiveness principles and serve as the foundation for all USG efforts and activities in Uganda. FTF is the USG’s comprehensive global hunger, food security, and poverty reduction initiative.

The Activity will employ a value-chain approach towards enhancing agricultural productivity as a key component of the FtF strategy. The focus will be on three crops: beans, coffee and maize. However, believe that the impact will have a multiplier effect on other commodities.

While designing our M&E plan, we focused on indicators that will allow us to measure results that can be directly attributed to the Activity. However, the achievement of results will be realized if the following assumptions are true:

* No prolonged drought or other severe climatic conditions
* Absence of political instabilities

## **1**.4 Target Setting Assumptions

The following assumptions guided the setting of the Activity targets:

**General Assumptions**

* While setting the Activity targets, it is generally assumed that there will no prolonged drought and or floods and political instabilities.
* Employing the ‘Exit at Entry’ strategy, and building on achievements from past projects (USAID/LEAD) and existing FtF Activities (Ag.Inputs and Community connector), interventions are envisaged to start off at a relatively good pace, attaining the peak in year three and gradually phasing out in year 3 and year 5. Thus, annual targets are not equally divided in the 5 implementation years.
* The Activity will reach 400,000 farmers. To reach this target through the middle value chain approach, the following ratios have been adopted as generated from familiarization for results and discussions held with IPs that included USAID/LEAD project, RECO Industries and Community Connector
  + Each processor/exporters will work with 5 traders
  + Each trader will work and build supply relationships with 11 VA
  + Each Village Agent will reach out to 200 farmers.
* While some indicator targets are cumulative (such as Yield/ha, Number of Ha under improved technologies etc.) others are annual (such as number Volume of MT produced, number trained, etc).
* We have assumed 100% retention of achievements for cumulative indicators.
* The Activity anticipates complementarity towards achieving anticipated results by other FtF partners (most especially Enabling Environment for Agriculture, Agricultural inputs Activity, the Research Activity, and Community Connector among others) and will utilize available avenues to promote alignment of common interventions. In addition, other government programs like NAADS, ATAAS/non ATAAS will also lay a fertile ground for farmer involvement in Activity promoted interventions and technology uptake. Thus, targets for most output indicators have been raised e.g. number of farmers reached.

**Specific Assumptions**

* **Rural Households**
  + It is assumed that 55% of targeted farmers will come as a sole member from a household, 35% of targeted farmers will have two members from the same household while 10% of targeted farmers will have three members from the same household. Thus, through the 400,000 targeted farmers, the Activity will directly benefit at least 301,000 households. The target assumes 100% retention.
  + Based on baseline findings, farmers adopted supported commodities to varying degrees as follows. Beans - 15%, Coffee – 33.5%, Maize – 50% and youth 1.5%. Utilizing these adoption rates, the Activity will reach farmers disaggregated by value chains as follows: coffee (134,000); Maize (200,000); Beans (60,000) and youth in services provision across all commodities (6,000).
  + In addition to youth in services provision, more youth will be reached through promoted commodities. Statistics from YouthMap Uganda, 2011, indicate that 41% of the youth are engaged in agriculture and adopting the percentage across supported commodities, the youth in supported commodities will be reached as follows: Maize-82,000, Beans-24,600 and Coffee-54,940.
* **Gross Margin**
  + Through adoption of improved technologies, access to quality and genuine products, better procurement and marketing skills, the Activity will increase gross margin for each commodity as follows; Maize 25%, beans 25% and Coffee by 100%. The increase in gross margin will be gradual follows; 5% annual increase for beans and maize and 20% annual increase for coffee
* **Technology adoption**
  + While the baseline indicated that each farmers had on average the following areas under each commodity, Beans=0.27ha, Maize=0.4ha and Coffee=0.28ha, there were also limited opportunities for expansion. Thus to increase productivity, the same areas will be maintained throughout the life of the Activity but gradually put under improved technologies.
  + While all recruited beneficiaries in each recruitment year will be trained, based on adoption rates from LEAD project, 50% will adopt within the same year, 15% in Yr 2, 5% in Yr 3, and 5% in Yr 4 and 5% in Yr 5, giving a total adoption rate of 80% for beneficiaries who are with the Activity for 5yrs, 75% for 4Yrs, etc. With the “*Exit at Entry*” strategy, there will no beneficiary recruitment in Yr 4 and Yr 5.
  + In each year, all (100%) of targeted VA, traders and processors will adopt promoted technologies.
* **Exports** 
  + This is derived from volume produced by Activity assisted farmers. It is assumed that 100% of coffee, 50% of maize and 31.6% of beans produced will marketed. Out of total volume marketed, 95% of coffee, 40% of maize and 30% of beans sold will be exported to either inter-regional or international markets.
  + Out of total volume produced for coffee, 70% is Robusta and 30% Arabica.
  + Coffee volumes produced have been converted to exportable volumes utilizing the following percentages, 80% of patchment from cherries and 60% of FAQ from Kiboko.
* **Yields** 
  + Adoption of improved technologies will vary per commodity and based on previous projects, 30% of bean farmers, 60% of maize farmers and 25% of coffee farmers will adopt promoted technologies.
  + As a result of adoption of improved technologies, it is anticipated that yield per hectare for each commodity will increase as follows:
    - Bean by 50%; 5% in year 1, 20%year 2, 35%year 3, 45%year 4 and 50% by the end of the 5th year.
    - Coffee by 100%; 10% in year 1, 30% year 2, 60% year 3, 90% year 4 and 100% by the end of the 5th year.
    - Maize by 100%; 10% in year 1, 30% in year 2, 60% in year 3, 90% in year 4 and 100% by the end of the 5th year.
* **Market Access**
  + Out of total volumes produced, the volumes marketed per commodity will be as follows: 100% Coffee, 50% maize and 31.6% beans.
  + Following farm gate price trends for the last 4 seasons, commodity prices are assumed as follows for life of Activity; Beans=1000/=, maize=500/= and Coffee (Kiboko)= 1,100/=).
* **Jobs** 
  + All VAs will gain fulltime employment in production, post-harvest services and marketing activities. Youth will be targeted for services in production and post-harvest services. Supported traders and processors will each employ an additional person due to increased volume of business from Activity interventions.
* **Trainings**
  + In each year, the Activity will train all targeted farmers, VAs, traders, exporters and an additional 5% has been included to cater for other non-targeted farmers, extension and other NGO/IP staff.
  + 10% of supported business will accept to host at least 2 apprenticeships youth per year.
  + One quarter (25%) of trainings conducted will have a component of safe use and handling of agricultural chemicals and other environment mitigation practices.
* **Agricultural Financing**
  + At least 20% of the value for new private sector investment in the agriculture sector will be accessed through financial institutions. At least 42% of targeted farmers will access a loan of average USD 40 to access farm inputs. Will target 28% in year 1, 32% in year 2, 29% in year 3 and 11% in year 4.
  + At least 22% of traders, processors and stockists will successfully access loans as a result of the Activity’s intervention.
* **Use of ICT in the Value Chain**
  + While 68% of farmers have telephones (Baseline 2013), at least 15% of targeted farmers will receive e-payments about two times a year during the planting and harvest season from VC actors.
* **Business Development Services**

Business Development Services (BDS) will be linked to VC actors and accessed as follows; 100% of targeted processors, traders, village agents and farmers.

# SECTION II THE PURPOSE OF THE MONITORING AND EVALUATION PLAN

Tracking the Activity performance progress and measuring the attainment of results are key management functions of this performance-based management plan. Through continuous performance monitoring, the Activity is able to determine whether an intervention is attaining its intended results. Timely information on strategy and intervention performance is important and will guide decision making in scaling up, re-aligning or re-directing interventions in order to achieve the intended outcomes.

The M&E Plan will play an essential role of providing critical and timely information to the Activity decision makers to inform the decision making process. Some of the key stakeholders that will be regularly updated with M&E data include: USAID, other FTF Activities and local governments under the DOP arrangement.

The M&E Plan will more importantly provide the basis for continuous learning and improvement of the Activity strategies. The Activity recognizes that specific elements of the Activity implementation may require adjustment to respond to evolving conditions either internal or external to the Activity. These changes will be implemented with consultation and approval from USAID.

Information from the M&E Plan will feed into USAID through the Performance Reporting System (PRS) database and Feed the Future monitoring system (FTFMS). The Activity database will further be a basis for updating other key players in the sector such as Ag-Inputs Activity, Production for Improved Nutrition Activity and the production offices of districts under the DOP arrangement.

The Activity data collection processes will provide regular data to track progress towards achieving the following results:

**Intermediate Result (IR) 1: Increased crop productivity**

IR 1.1 Increased use of improved farm management practices

IR 1.2 Increased use of high quality agricultural inputs

IR 1.3 Increased access to production support services

**Intermediate Result 2: Increased access to competitive markets (domestic, regional and international)**

IR 2.1 Improved market linkages

IR 2.1 Increased access to market support services

IR 2.1 Improved post-harvest handling

**Cross cutting Indicators: Gender, climate change and environment**

* Improved female access to productive economic resources and self-efficacy
* Improved supportive norms for both males and females to have equal access to social, economic, and political opportunities
* Increased use of risk-reducing practices/actions to improve resilience to climate change

# SECTION III RESULTS FRAMEWORK AND INDICATORS

The Activity results framework is a planning, strategic management and communications tool that conveys the development hypothesis by depicting the cause-effect linkages between the intermediate results and higher level results; as well as critical assumptions key to the successful achievement of Activity results. Chemonics adopted the Results Framework (RF) developed by USAID/Uganda as presented in Figure 2.

This RF encapsulates the implementation approach of the Activity and will continuously guide the Activity in work planning and results monitoring. At the highest level of the Activity RF is USAID Development Objective 1 (DO 1): Economic growth from agriculture and the natural resource base increased in selected areas and population groups. While the Activity will contribute significantly to this Development Objective, it will do so through the Activity’s objective: Sustainably increase the production and marketing of high quality maize, beans and coffee in 34 FtFfocus districts. To achieve the Activity Objective we will work through intermediate results (IRs).

1. IR1: Increased crop productivity
2. IR2: Increased access to competitive markets (domestic, regional and international)

Figure 3: The Activity Results Framework

**USAID Development Objective 1**

Economic growth from agriculture and the natural resource base increased in selected areas and population groups.

**Assumptions**

* No prolonged drought or other severe climatic conditions
* Absence of political instabilities.

**Activity Objective**

Sustainably increase the production and marketing of high quality maize, beans, and coffee in 34 FTF focus districts.

**Sub-IR 2.3**

Improved post-harvest handling

**Sub-IR 2.2**

Increased access to market support services

**Intermediate Result (IR) 2**

IR2: Increased access to competitive markets (domestic, regional and international)

**Sub-IR 2.1**

Improved market linkages

**Intermediate Result (IR) 1**

IR1: Increased crop productivity

**Sub-IR 1.1**

Increased use of improved farm management practices

**Sub-IR 1.2**

Increased use of high quality agricultural inputs

**Sub-IR 1.3**

Increased access to production support services

Indicator Overview

The M&E indicators for the Activity are designed to:

* Track implementation progress against work plan and targets
* Provide information regarding major Activity interventions
* Contribute to the NDP and DSIP performance management and reporting needs as well as those of development partners.

All together the Activity will be tracking 29 indicators. These indicators will measure economic growth at goal level and increase in production and marketing of high quality maize, beans, and coffee at purpose level. At the IR level, a number of indicators have also been formulated to measure increased crop productivity and access to competitive markets. The Activity will also track improvements in bridging gender gaps in access to agricultural productive resources as well as mitigating factors towards averting adverse climate change.

The indicator reference sheets in Annex C present precise definitions for each indicator, management utility of tracking the information, unit of measure, data source and collection method, method of acquisition, frequency of collection, and responsibility for data collection. Care will be taken to ensure that data is collected through consistent and reliable methodologies throughout the life of the Activity.

**Table 1: The Activity Indicator Performance Tracking Table**

| **Indicator** | **Indicator Type, No & Level** | **Unit of Measure** | **Disaggregation** | | **Baseline** | **LOA Target** | **Annual Targets** | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **FY13** | **FY14** | **FY15** | **FY16** | **FY17** | **FY18** |
| **Goal: Economic growth from agriculture and the natural resource base increased in 34 districts of Uganda.** | | | | | | | | | | | | |
| % change in income of targeted rural population | Custom Outcome | US$ | sex of farmer, age | | 1,066 | 25% | 0 | 5% | 10% | 15% | 20% | 25% |
| **Purpose: Sustainably increase the production and marketing of high quality maize, beans, and coffee in 34 focus districts** | | | | | | | | | | | | |
| Gross margin per unit of land, kilogram, or animal of selected product (crop/animal/fisheries selection varies by country) | FtF (4.5-4) Outcome | USD/Ha | Commodity | Beans | 263 | 330 | - | 275 | 290 | 300 | 315 | 330 |
| Coffee | 222 | 450 | - | 260 | 310 | 360 | 400 | 450 |
| Maize | 495 | 620 | - | 520 | 545 | 570 | 595 | 620 |
| Value of incremental sales (collected at farm- level) attributed to FTF implementation | FtF (4.5.2-23) Outcome | USD | Commodity, sex, Age | | - | 75,200,000 | - | 6,184,000 | 12,156,000 | 20,260,000 | 24,000,000 | 12,600,000 |
| **Sub IR. 1.1: Increased use of improved farm management practices** | | | | | | | | | | | | |
| Number of Individuals who have received U.S. government supported short-term agricultural sector productivity or food security training | FTF (4.5.2-7) Output | Number | Sex, type of individual, age | | - | 420,000 | 21,000 | 84,000 | 84,000 | 105,000 | 84,000 | 42,000 |
| Number of farmers and others who have applied new technologies or management practices as a result of U.S. government assistance | FtF (4.5.2-5) Outcome | Number | Sex, type of individual, new Vs continuing, age | | - | 172,000 | - | 30,000 | 30,000 | 52,000 | 30,000 | 30,000 |
| Number of food security private enterprises (for profit), producer orgs, water user associations, women’s groups, trade and business associations, and community-based organizations receiving U.S. government assistance. | FtF (4.5.2-11) Output | Number | Type of organization, new Vs Continuing | | - | 14,000 | 700 | 2,800 | 4,500 | 6,000 | - | - |
| Number of members of producer organizations and community-based organizations receiving U.S. government assistance. | FtF (4.5.2-27) Output | Number | Type of organization, sex, commodity | | - | 280,000 | 13,000 | 54,000 | 90,000 | 123,000 | - | - |
| Number of private enterprises (for profit), producer orgs, water user associations, women’s groups, trade and business associations, and community-based organizations that applied new technologies or management practices as a result of U.S. government assistance. | FtF (4.5.2-28) Outcome | Number | Type of organization, new vs. continuing, commodity | | - | 7,000 | 500 | 1,000 | 1,500 | 1,500 | 1,500 | 1,000 |
| Number of hectares under improved technologies or management practices as a result of U.S. government assistance | FtF (4.5.2-2) Outcome | Number | Technology type, new vs. continuing, sex (M, F, assoc. applied), commodity | | - | 192,000 | - | 32,000 | 32,000 | 64,000 | 32,000 | 32,000 |
| Number of labor-saving technologies that meet women farmers’ needs made available for transfer- Output | Custom | Number | Commodity, type of technology | | - | 14 | - | 4 | 5 | 5 | - | - |
| **Sub IR 1.2: Increased use of high quality agricultural inputs** | | | | | | | | | | | | |
| Input sales by activity-assisted intermediary business models | Custom Outcome | USD Millions | Type of input | | 0.95 | 4.02 | 0.12 | 0.28 | 1.21 | 1.21 | 0.6 | 0.6 |
| Percentage of farmers acknowledging positive benefits from the accessed inputs | Custom | Percentage | Commodity | | 0 | 31% | 0% | 18% | 19% | 20% | 26% | 31% |
| Percentage of farmers purchasing inputs from village agents and other promoted models | Custom | Percentage | Commodity, Sex, Age | | 0 | 34% | 0% | 20% | 21% | 22% | 28% | 34% |
| **Sub IR 1.3: Increased access to production support services** | | | | | | | | | | | | |
| Number of radio, SMS, and other media awareness programs designed to encourage youth to work in value chain businesses implemented | Custom Output | Number | Type of media, district | | 0 | 10 | - | 2 | 2 | 2 | 2 | 2 |
| Number of apprenticeships for youth in value chain businesses brokered by the activity | Custom Output | Number | Sex, age, type of business | | 0 | 172 | - | 54 | 38 | 38 | 38 | 3 |
| Number of rural households benefiting directly from U.S. government interventions-Output | FtF (4.5.2-13) Output | Number | Gendered household type, type of intervention | | 0 | 301,000 | 14,000 | 58,000 | 97,000 | 132,000 | - | - |
| Number of jobs attributed to FTF implementation | FtF (4.5-2) Output | Number | Sex of employees, value chain | | 0 | 410 | 0 | 130 | 110 | 130 | 20 | 20 |
| Value of Agricultural and Rural Loans | FtF (4.5.2-29) Output | USD Millions | Type of loan recipient, sex (male, female, joint) | | 0 | 0.8 | 0 | 0.2 | 0.2 | 0.2 | 0.1 | 0.1 |
| Number of MSMEs receiving USG assistance to access bank loans | Standard PE: 4.6.2 | Number | Size (micro, small, medium), | | 0 | 74 | 3 | 12 | 22 | 22 | 7 | 7 |
| **IR. 2: Increased access to competitive markets (domestic, regional and international)** | | | | | | | | | | | | |
| Number of public-private partnerships formed as a result of FTF assistance | FtF (4.5.2-12) Output | Number | Partnership focus | | 0 | 372 | 0 | 112 | 149 | 112 | 0 | 0 |
| Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation | FtF (4.5.2-38) Outcome | USD Millions | Type of investment, commodity | | 0 | 8.76 | 0 | 2.44 | 2.8 | 2.52 | 1 | 0 |
| **Sub IR 2.1: Improved market linkages** | | | | | | | | | | | | |
| Volume of exports by Activity assisted traders and exporters | Custom output | MT | Commodity | | 0 | 310,000 | 0 | 45,000 | 60,000 | 75,000 | 80,000 | 50,000 |
| Number of e-payments completed by value chain actors as a result of the activity’s promotion of USAID’s Better than Cash Initiative | Custom Output | Number | Type of business, value of transaction | | 0 | 80,000 | 0 | 8,000 | 24,000 | 24,000 | 16,000 | 8,000 |
| **Sub IR 2.2: Increased access to market support services** | | | | | | | | | | | | |
| Number of MSMEs, including farmers, receiving business development services from U.S. government assisted sources | FtF (4.5.2-37) Output | Number | Size (micro, small, medium), MSME type, sex (M, F, J) | | 0 | 4,300 | 0 | 650 | 1,050 | 1,400 | 800 | 400 |
| **Sub IR 2.3: Improved post-harvest handling** | | | | | | | | | | | | |
| Reduction in post-harvest losses by activity-assisted smallholders | Custom Outcome | Number | Commodity, sex, age | Beans | 18% | 9% | 0 | 18% | 16% | 14% | 12% | 9% |
| Coffee | 7% | 4% | 0 | 7% | 6% | 6% | 5% | 4% |
| Maize | 25% | 13% | 0 | 25% | 23% | 20% | 16% | 13% |
| Total increase in installed storage capacity | FtF 4.5-5 Outcome | Cubic Meters | Storage type, commodity | | 0 | 24,000 | 0 | 4,800 | 7,200 | 7,200 | 2,400 | 2,400 |
| **Other Indicators Specific to Gender and Climate Change** | | | | | | | | | | | | |
| Percentage of female participants in U.S. government-assisted programs designed to increase access to productive economic resources | GNDR - 2 Output | Percentage | age, TOTs vs farmers | | 0 | 35% | 0 | 5% | 10% | 20% | 30% | 35% |
| Proportion of females who report a change in self-efficacy at the conclusion of U.S. government-supported training/ programming | GNDR-3 output | Percentage | Age, TOTs vs farmers | | 0 | 40% | 0 | 5% | 10% | 20% | 30% | 40% |
| Number of stakeholders implementing risk-reducing practices/actions to improve resilience to climate change as a result of USG assistance | FtF (4.5.2-34) Outcome | Number | farmers, processors, exporters etc. | | 0 | 210,000 | 10,500 | 42,000 | 42,000 | 52,500 | 42,000 | 21,000 |

Note: Exchange Rate is 1USD=2,500 UGX

# SECTION IV M&E PLAN IMPLEMENTATION

This section illustrates how the Activity will manage and share her data. It shows how data will be collected, stored, analyzed, and utilized for learning and program improvement. Data quality assurance, ME&L capacity building as well as essential linkages are also presented in this section.

## 4.1 The Activity ME&L System Design and Implementation

The Activity monitoring and evaluation and learning (ME&L) team, under the supervision of the Chief of Party (COP) and Deputy COP, will take lead in the management and implementation of the Activity’s M&E plan.

The ME&L team will take lead in establishing the Activity database upon approval of the data collection tools and finalization of data collection mechanisms. A sub-contractor will be identified and guided in defining various user rights to allow multiple user access but limit un-authorized changes in the system. Data collected will be fed into the system and used to generate user-friendly reports and thus provide feedback to staff. For effective comparison and measure of achievements, the baseline data will be fed in the system and used as a benchmark while determine the level of achievements on relevant indicators. At peak periods (March and September), data entrants will be recruited to speed up the data input process and allow timely reporting to the Mission.

The Activity database will be located at the Kampala Head office and will be the central data storage point for all Activity data records. Management, maintenance and general operation of the database will be detailed in the database users’ manual that will be generated by the sub-contractor. All Activity staff and data entrants will be trained and oriented in the database using the manual to build capacity in data entry, storage, and instant report generation. Specific user needs and standardized reports will be auto-generated by the database.

## 4.2 Data Collection

Upon approval of the M&E plan, data collection tools will be developed and pre-tested to ensure practicability in data collection. In designing data collection tools, close collaboration will be maintained with other IPs and more especially the FtF implementing partners including Ag-Inputs, Community Connector, RECO and Abi-Trust.

Responsible person at each data collection source will be trained and mentored to ensure accuracy. The ME&L team will develop standard operating procedures for all the data collectors. Data will be collected from each data source on a periodic basis as detailed in the PIRS. All Activity staff including the staff of REDS (the Chemonics subcontractor) will have responsibility to implement various M&E functions at varied levels and degrees and will be versed with skills accurately record of data.

***Data Sources***

The Activity will mainly conduct routine data collection at various data sources that include Activity records and records of beneficiaries (farmers) and supported businesses (processors/exporters, traders and village agents). However, some indicators have more than one data source (table 2), and for these indicators data values will be obtained by adding up the numbers.

The Activity acknowledges the presence and role of key government institutions (taken as secondary data sources) in data capture, storage and dissemination to various stakeholders. Among these, include Uganda Coffee development Authority (UCDA) and Uganda Bureau of standards (UBOS). However, there is a variation in level of detail, calendar years and report release dates between the Activity (for USAID reporting) and the secondary data sources. Thus, while the Activity will collect export data from supported business records, there will be a deliberate effort to triangulate the information collected with the secondary data sources to improve accuracy. To achieve this, the ME&L unit will develop close relationships with key persons at these secondary data source to access their monthly reports as a means of reducing variations in time of data collection and reporting.

Data Sources and Indicators to be collected at each source

| No. | Indicator | Data Sources | | | | | Data Tools[[1]](#footnote-1) |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Activity Records | Exporters | Traders | VAS | Farmers |
|  | % change in income of targeted rural population |  |  |  |  | 🞈 | Income Survey |
|  | Gross margin per unit of land, kilogram, or animal of selected product (crop/animal/fisheries selected ( varies by country) |  |  |  |  | 🞈 | Form 6 |
|  | Value of incremental sales (collected at farm- level) attributed to FTF implementation |  |  |  |  | 🞈 | Form 6 |
|  | Number of individuals who have received U.S. government-supported short-term agricultural sector productivity or food security training | 🞈 | 🞈 | 🞈 | 🞈 |  | Form 1 |
|  | Number of farmers and others who have applied new technologies or management practices as a result of U.S. government assistance | 🞈 |  |  |  | 🞈 | Form 2  Form 6 |
|  | Number of food security private enterprises (for profit), producer orgs, water user associations, women’s groups, trade and business associations, and community-based organizations receiving U.S. government assistance. | 🞈 |  |  | 🞈 |  | Form 2  Form 5 |
|  | Number of members of producer organizations and community-based organizations receiving U.S. government assistance. |  |  |  | 🞈 |  | Form 4 |
|  | Number of private enterprises (for profit), producer orgs, water user associations, women’s groups, trade and business associations, and community-based organizations that applied new technologies or management practices as a result of U.S. government assistance. | 🞈 |  |  | 🞈 |  | Form 2  Form 5 |
|  | Number of hectares under improved technologies or management practices as a result of U.S. government assistance |  |  |  |  | 🞈 | Form 6 |
|  | Number of labor-saving technologies that meet women farmers’ needs made available for transfer | 🞈 |  |  |  |  | Form 2 |
|  | Input sales by activity-assisted intermediary business models |  |  |  | 🞈 | 🞈 | Form 2  Form 6 |
|  | Percentage of farmers acknowledging positive benefits from the accessed inputs |  |  |  |  | 🞈 | Form 6 |
|  | Percentage of farmers purchasing inputs from village agents and other promoted models |  |  |  |  | 🞈 | Form 6 |
|  | Number of radio, SMS, and other media awareness programs designed to encourage youth to work in value chain businesses implemented | 🞈 |  |  |  |  | Form 2 |
|  | Number of youth apprenticeships in value chain businesses brokered by the activity | 🞈 |  |  |  |  | Form 2 |
|  | Number of rural households benefiting directly from U.S. government interventions-Output |  |  |  | 🞈 |  | Form 5 |
|  | Number of jobs attributed to FTF implementation | 🞈 |  |  |  |  | Form 2 |
|  | Number of public-private partnerships formed as a result of FTF assistance | 🞈 |  |  |  |  | Form 2 |
|  | Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation | 🞈 |  |  |  |  | Form 2 |
|  | Value of Agricultural and Rural Loans | 🞈 |  |  |  | 🞈 | Form 2  Form 6 |
|  | Number of MSMEs receiving USG assistance to access bank loans | 🞈 |  |  |  |  | Form 2 |
|  | Volume of exports by Activity assisted traders and exporters |  | 🞈 | 🞈 |  |  | Form 3  Form 4 |
|  | Number of e-payments completed by value chain actors as a result of the activity’s promotion of USAID’s Better than Cash Initiative |  | 🞈 | 🞈 | 🞈 |  | Form 3  Form 4  Form 5  Form 7 |
|  | Number of MSMEs, including farmers, receiving business development services from U.S. government assisted sources | 🞈 |  |  |  |  | Form 2 |
|  | Reduction in post-harvest losses by activity-assisted smallholders |  |  |  |  | 🞈 | Form 6 |
|  | Total increase in installed storage capacity |  | 🞈 | 🞈 | 🞈 |  | Form 3  Form 4  Form 5 |
|  | Percentage of female participants in U.S. government-assisted programs designed to increase access to productive economic resources | 🞈 | 🞈 | 🞈 | 🞈 |  | Form 1  Form 4  Form 5 |
|  | Proportion of females who report a change in self-efficacy at the conclusion of U.S. government-supported training/ programming | 🞈 |  | 🞈 | 🞈 | 🞈 | Form 2  Form 4  Form 5  Form 6 |
|  | Number of stakeholders implementing risk-reducing practices/actions to improve resilience to climate change as a result of USG assistance | 🞈 |  |  | 🞈 | 🞈 | Form 2  Form 5  Form 6 |

Note: Indicators collected at various levels, data will either be merged or triangulated to give a comprehensive picture.

## 4.3 Data Analysis and Reporting

For reporting to the Mission, the Activity will prepare quarterly, semi-Annual and annual reports. The ME&L team will take the lead in data aggregation, analysis and reporting. The ME&L team will be responsible for maintaining both hard and soft copy files of the data; managing data entry and data storage. The Activity data will be periodically analyzed on a semi-annual and annual basis after which the technical team will participate in interpretation and critical data reflection meetings to guide data utilization and maximize continuous learning and improvement.

Report writing will be a participatory process involving all Activity staff. The ME&L team will take lead in developing the report generation schedules; report templates and managing the entire reporting exercise. The Activity technical team will contribute to various sections of the Activity reports. The management team will be responsible for providing quality assurance for the report and for submitting the report to USAID as well as disseminating results to other stakeholders.

The semi-annual and annual reports will contain in-depth analysis of achievements versus targets, success stories, lessons learned, and best practices. Cross cutting issues such as gender and climate change will also be analyzed and included in the reports. The Activity reports will further include annexure of updated M&E indicators showing progress versus the semi-annual and annual targets as well as the summary financial report. In addition, special reports and/or data summary extracts will be made for districts where DOP arrangements exist.

## 4.4 Data Quality Assurance

The Activity is cognizant of the fact that in order for data to be meaningful and useful for program improvement, it has to be of good quality. The data collected by the Activity will have to adhere to USAID data quality standards. To ensure that the Activity data is of the highest possible quality, and meets data quality standards we have identified and scheduled data quality control measures for each indicator, as detailed in the Performance Indicator Reference Sheets in Annex C.

Additionally, we will internally conduct data quality assessments (DQA) of indicator data at least annually. The DQAs will assess the strengths and weaknesses of the M&E systems, assessing the quality of data along key data quality dimensions as well as validating reported data against what is in the primary DCTs. This will be a basis for improvement on data capture, entry and analysis processes.

## 4.5 Routine Activity Monitoring and Reflection Events

The Activity M&E team will perform regular monitoring of the Activity work plan implementation. This will include:

* Work-plan tracking and follow-up on timeliness of implementation of activities through providing feedback in weekly and monthly planning meetings;
* Compilation of work-plan progress tracking table for including semi-annual and annual reports;
* Conducting field monitoring visits using structured monitoring tools
* M&E support supervision visits to regional offices
* Update of the indicator tracking table

The focus will be to ensure that the Activity interventions are implemented on a timely basis, in contribution to the quarterly and annual targets as well as timely generation of quality data.

The Activity will promote semi-annual participatory performance reviews with stakeholders ranging from USAID implementing partners (IPs) – (Ag-inputs, aBi Trust, Enabling environment, research , Community connector, RECO etc.), other development partners, government ministries, local governments to share lessons learnt, understand common emerging issues and thereafter promote participatory decision making to up-scale or review strategies/approaches/activities. Guided by outcome mapping, the review meetings will be informed by ME&L progress data, write-ups and findings from the Knowledge Management Specialist and Behavior Change Specialists.

Thus, to support the review processes, ME&L team in collaboration with the value chain teams will critically review behavioral changes at all implementation levels (farmers, participating businesses, and non-participating businesses – value chain system) to ascertain the extent to which Activity interventions are causing the desired behavioral changes among VC actors. These statistical figures, supported by field observations, success/failure stories and documentaries will guide the review meetings.

## 4.6 M&E Capacity Building

We place a high value to having the right skills to perform good M&E. The M&E work-plan entails deliberate interventions aimed at strengthening the desired skills for effective performance monitoring and Activity evaluation. M&E capacity building interventions will be targeted to all staff and will be tailored to their unique needs, capacity gaps identified and their role in M&E. The Activity will seek to strengthen the M&E capacity along the whole cascade of data collection, storage, analysis, quality assurance and dissemination. Capacity building interventions will aim at increasing data utilization knowledge so that each stakeholder category establishes various ways in which the Activity data can be directly used at their level. Experiences from the Civil Society Fund M&E project previously implemented by Chemonics in Uganda (2008-2012) revealed that improved data utilization leads to improved data quality since each entity realizes how important the data is to them rather than viewing it as data for the donor. Increased data use further lead to improved programming and bridging the gender gaps in access to services.

M&E capacity building interventions will be in the form of technical support supervision visits, orientation sessions on tools, formal training workshops, blended learning modules and other one-on-one technical support to field staff by phone and or through email. M&E capacity strengthening interventions will be implemented both in the initial stages of the Activity and on an annual basis for refresher purposes and for addressing identified areas of weakness. For formal training sessions, both pre-and post-training assessments will be done to gauge the knowledge gains.

## 4.7 Documentation of Success Stories, Best Practices and Lessons Learned

The Activity has a Knowledge Management Specialist to spearhead and plan for systematic documentation of success stories, best practices and lessons in order to facilitate continuous learning and adaptation. The success stories will be focused on telling the story about how the Activity is making a difference in people’s lives (individuals, families, communities or local governments); depicting the before and after intervention scenarios.

Best Practice will be documented presenting [technique](http://en.wiktionary.org/wiki/technique)s, methods, processes, activities, incentives or rewards that are more effective at delivering outcomes. Best practices will also include the most efficient (least amount of resources) and effective (best results) ways of accomplishing tasks, based on repeatable procedures that have been proven over time.

We shall also systematically document lessons learnt depicting knowledge or understanding gained by experience through Activity implementation, which may be positive or negative. These lessons learnt will be crucial in adaptation and learning for Activity improvement.

ANNEX A: CONSOLIDATED LIST OF INDICATORS

|  |  |
| --- | --- |
| **The Activity Goal:** | **Economic growth from agriculture and the natural resource base increased in 34 districts of Uganda.** |
|  | **Indicator 1**:Percentage change in income of targeted rural population (custom indicator) |
| **The Activity Purpose:** | **Sustainably increase the production and marketing of high quality maize, beans, and coffee in 34 focus districts** |
| **IR 1: Increased crop productivity** | **Indicator 2:**Gross margin per hectare, animal or cage of selected product (FTF 4.5-16,17,18) Outcome |
| **Indicator 3:**Value of incremental sales (collected at farm- level) attributed to FTF implementation (FTF 4.5.2-23) Outcome |
| **Sub IR 1.1: Increased use of improved farm management practices** | **Indicator 4:**Number of individuals who have received U.S. government-supported short-term agricultural sector productivity or food security training (FTF 4.5.2-7) Output |
| **Indicator 5:**Number of farmers and others who have applied improved technologies or management practices as a result of U.S. government assistance (FTF 4.5.2-5) Outcome |
| **Indicator 6:** Number of food security private enterprises (for profit), producer orgs, water user associations, women’s groups, trade and business associations, and community-based organizations receiving U.S. government assistance. (FTF4.5.2-11) Output |
| **Indicator 7:** Number of members of producer organizations and community-based organizations receiving U.S. government assistance. (FTF 4.5.2-27) Output |
| **Indicator 8:**Number of food security private enterprises (for profit), producer orgs, water user associations, women’s groups, trade and business associations, and community-based organizations that applied improved technologies or management practices as a result of U.S. government assistance. (FTF 4.5.2-42) Outcome |
| **Indicator 9:**Number of hectares under improved technologies or management practices as a result of U.S. government assistance (FTF 4.5.2-2) Outcome |
| **Indicator 10:**Number of labor-saving technologies that meet women farmers’ needs made available for transfer (Custom)Output |
| **Sub IR 1.2: Increased use of high quality agricultural inputs** | **Indicator 11:**Input sales by activity-assisted intermediary business models (Custom) Outcome |
| **Indicator 12:** Percentage of farmers acknowledging positive benefits from the accessed inputs |
| **Indicator 13:** Percentage of farmers purchasing inputs from village agents and other promoted models |
| **Sub IR 1.3: Increased access to production support services** | **Indicator 14:**Number of radio, SMS, and other media awareness programs designed to encourage youth to work in value chain businesses implemented (Custom) Output |
| **Indicator 15:**Number of apprenticeships for youth in value chain businesses brokered by (Custom) |
| **Indicator 16:**Number of rural households benefiting directly from U.S. government interventions (FTF 4.5.2-13) Output |
| **Indicator 17:**Number of jobs attributed to FTF implementation (FTF 4.5-2) output |
| **Indicator 18:**Value of Agricultural and Rural Loans (in millions) (FTF 4.5.2-29) Output |
| **Indicator 19:**Number of MSMEs receiving USG assistance to access bank loans (FTF4.5.2-30) output |
| **IR 2: Increased access to competitive markets (domestic, regional and international)** | **Indicator 20:**Number of public-private partnerships formed as a result of FTF assistance (FTF 4.5.2-12) Output |
| **Indicator 21:**Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation (FTF 4.5.2-38) Outcome |
| **Sub IR 2.1:Improved market linkages** | **Indicator 22:** Volume of exports by Activity assisted traders and exporters (Custom indicator) |
| **Indicator 23:**Number of e-payments completed by value chain actors as a result of promotion of USAID’s Better than Cash Initiative (Custom) Output adoption of e-payments in their business (Custom) Outcome |
| **Sub IR 2.2: Increased access to market support services** | **Indicator 24:** Number of MSMEs receiving business development services from USG assisted sources. (FTF 4.5.2-37) Output |
| **Sub IR 2.3: Improved post-harvest handling** | **Indicator 25:**Reduction in post-harvest losses by activity-assisted smallholders (Custom) (outcome) |
| **Indicator 26:**Total change in installed storage capacity (FTF 4.5-5) Outcome) |
| **Cross cutting Indicators: Gender and Environment** | **Indicator 27:**Percentage of female participants in U.S. government-assisted programs designed to increase access to productive economic resources (GNDR-2) Output |
| **Indicator 28:**Proportion of females who report a change in self-efficacy at the conclusion of U.S. government-supported training/ programming (GNDR-3) Output |
| **Indicator 29:**Number of stakeholders implementing risk-reducing practices/actions to improve resilience to climate change as a result of USG assistance (FTF indicator4.5.2-34) output |

# ANNEX B: PERFORMANCE MANAGEMENT TASK SCHEDULE

| **PERFORMANCE MANAGEMENT TASK SCHEDULE** | | | | | | | | | | | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Performance Management Tasks** | **2013** | | **2014** | | | | **2015** | | | | **2016** | | | | **2017** | | | | **2018** | | **Notes** |
| **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** |
| **M&E Plan, Knowledge Management and Communication Strategy** | | | | | | | | | | | | | | | | | | | | | |
| Develop the M&E Plan and conduct annual reviews and updates |  | **X** |  |  |  | **X** |  |  |  | **X** |  |  |  | **X** |  |  |  | **X** |  |  | The M&E plan will be updated annually. |
| Develop the Knowledge Management and Communication Strategy |  | **X** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Collect and Maintain Activity Performance Data** | | | | | | | | | | | | | | | | | | | | | |
| Design and update M&E and CLA data collection and reporting tools |  | **X** |  |  | **X** |  |  |  | **X** |  |  |  | **X** |  |  |  | **X** |  |  |  |  |
| Document and collect activity data as per implementation |  | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | This will be done on an on-going basis following activity implementation |
| Design and upgrade the Activity database |  | **X** |  |  |  | **X** |  |  |  | **X** |  |  |  | **X** |  |  |  | **X** |  |  | The database will be updated  Semi-annually following the USAID reporting calendar year and Annually to cater for indicator changes and changing user needs |
| Aggregate and compile indicator tracking data |  | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | To be done quarterly Semi-annually and annually depending on the indicator |
| **Implement M&E Capacity Strengthening Interventions** | | | | | | | | | | | | | | | | | | | | | |
| Orient the Activity staff on data collection and reporting tools |  | **X** | **X** |  |  | **X** |  |  |  | **X** |  |  |  | **X** |  |  |  | **X** |  |  |  |
| Mentor value chain teams on the Knowledge Management and communication strategy |  | **X** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Conduct M&E training for the Activity staff and partners |  | **X** |  |  |  |  | **X** |  |  |  | **X** |  |  |  | **X** |  |  |  |  |  | This is a formal structured training targeting the Activity management and implementation teams |
| Conduct M&E technical support supervision visits |  |  | **X** |  |  |  | **x** |  |  |  | **x** |  |  |  | **X** |  |  |  | **X** |  |  |
| Conduct report reviews and provide feedback | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** |  |
| Provide ongoing M&E technical support to the Activity staff | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** |  |
| **Assess Data Quality** | | | | | | | | | | | | | | | | | | | | | |
| Conduct data quality assessments |  |  |  |  | X |  |  |  | X |  |  |  | X |  |  |  | X | X | X | X | Key indicators will be selected for DQAs that will be conducted at least once a year. |
| Perform data cleaning | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | This will be done by the data collectors, M&E team and database manager. The database will have inbuilt data validation rules. |
| **Perform Field Monitoring of Interventions** | | | | | | | | | | | | | | | | | | | | | |
| Conduct field monitoring visits | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | Quarterly field monitoring visits will be conducted. |
| **Review the Activity Performance** | | | | | | | | | | | | | | | | | | | | | |
| Hold quarterly and annual performance review | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | Quarterly review meetings will be held at regional lever and annual review meetings at an annual basis. |
| **Report Activity Performance and Share Information** | | | | | | | | | | | | | | | | | | | | | |
| Conduct data analysis | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** |  |
| Produce quarterly, semi-annual and annual reports to USAID | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** |  |
| Disseminate reports, success stories, best practices and lessons learnt to key stakeholders | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** |  |
| **Conduct evaluation and special studies** | | | | | | | | | | | | | | | | | | | | | |
| Conduct the baseline study | **X** | **X** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Conduct outcome mapping |  |  |  | **X** |  | **X** |  | **X** |  | **X** |  | **X** |  |  |  |  |  |  |  |  |  |
| Conduct mid-tem evaluation |  |  |  |  |  |  |  |  |  |  | **X** |  |  |  |  |  |  |  |  |  |  |
| Conduct special studies |  |  |  |  |  |  | **X** |  |  |  |  |  |  |  | **X** |  |  |  |  |  |  |
| Conduct end of the Activity evaluation |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | **X** |  |  |

# ANNEX C: INDICATOR REFERENCE SHEETS

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| **SPS LOCATION: Agriculture** | |
| **INITIATIVE AFFILIATION: Custom – Goal: Economic growth from agriculture and the natural resource base increased in 34 districts of Uganda.** | |
| **INDICATOR TITLE: Percentage change in income of targeted rural population (custom indicator)** | |
| ***Definition:*** Income /earning is established at household level from the total number of people leaving in a household. This will include income from salaries, personal investment, dividends or sale of produce. Percentage change in income is established by employing the following formulae:  % change in income= current year income – Baseline year income  100  *Baseline Year income*  *Income is established at household level and takes care of all incomes of the household members.* | |
| ***Rationale:*** There is a relationship between increased incomes and improved food security, reduced poverty, and improved nutrition.  The usefulness of an income proxy methodology derives from the importance of a change in household income and its impact on the overarching FTF goal of reducing poverty and hunger.  Thus, measurement of household income (through this proxy) is one logical choice for monitoring the effects of policies and programs oriented towards accomplishing this goal. | |
| ***Unit: Change:*** Percent  Income: Dollars | ***Disaggregate By:*** Sex, Age |
|
|  |  |
| ***Type:*** Outcome | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source:*** Famer Records | |
| ***Measurement Notes:*** Farmers will be surveyed during the baseline and we shall conduct rapid among targeted farmers. We only rely on reported incomes so we might not be able get complete evidence to confirm the reported income. Income is established in the reporting year. | |
| ***Level of Collection:*** Household | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | |
| ***Data Collection Methodology:*** Survey | |
| ***Frequency of Collection:*** Annual | |

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| **SPS LOCATION: Program Area 4.5: Agriculture**  **INITIATIVE AFFILIATION: FTF – IR 1: Improved Agricultural Productivity** | |
| **INDICATOR TITLE: 4.5-16,17,18 Gross margin per hectare, animal or cage of selected product** | |
| ***Definition****:*  The gross margin is the difference between the total value of small-holder production of the agricultural product (crop) and the cost of producing that item, divided by the total number of units in production (hectares of crops). Gross margin per hectare is a measure of net income for that farm activity.  Gross margin is calculated from five data points, reported as totals across all IM direct beneficiaries:   1. Total Production by direct beneficiaries during reporting period **(TP)** 2. Total Value of Sales (USD) by direct beneficiaries during reporting period **(VS)** 3. Total Quantity (volume) of Sales by direct beneficiaries during reporting period **(QS)** 4. Total Recurrent Cash Input Costs of direct beneficiaries during reporting period **(IC)** 5. Total Units of Production: Hectares planted (for crops for direct beneficiaries during the production period **(UP).**   Partners should enter disaggregated values for the five gross margin data points, disaggregated first by commodity, and then by the sex disaggregate categories: male, female, joint and association-applied, as applicable. Commodity-sex layered disaggregated data are required because the most meaningful interpretation and use of gross margin information is at the specific commodity level, including the comparison of gross margins received by female and male farmers. FTFMS will then use the formula below to automatically calculate the average commodity-specific Gross Margin, and the average commodity-specific Gross Margin for each sex disaggregate:  **Gross margin per ha, per animal, per cage** = [(TP x VS/QS) – IC ] / UP  For example, for the total production data point, partners should enter total production during the reporting year on plots managed by female, maize-producing, direct beneficiaries; total production on plots managed by male, maize-producing, direct beneficiaries; total production during the reporting year on plots managed jointly by female and male maize-producing, direct beneficiaries, if applicable; and total production on plots managed by groups (“association-applied”) of maize-producing, direct beneficiaries; if applicable. And so forth for total value and total quantity of sales; total cash recurrent input costs; and total hectares, animals or cages for maize. And so forth for other commodities. The FTFMS will automatically calculate weighted (by total hectares, animals or cages) average gross margin per ha, animal or cage for the overall commodity (e.g. gross margin/hectare for maize) and for each sex disaggregate category (e.g. gross margin/hectare for female maize-producing direct beneficiaries.)  **If a direct beneficiary sample survey is used to collect gross margin data points, the sample survey estimates must be extrapolated to total beneficiary estimated values before entry into FTFMS to ensure accurate calculation of weighted average gross margin per commodity across implementing mechanisms at the Operating Unit level and across countries for Feed the Future overall reporting.**  Note: Gross margin **targets** should be entered at the commodity level. Targets do not need to be set for each of the five data points.  If there is more than one production cycle in the reporting year, farmer’s land area should be counted (and summed) each time it is cultivated, and the other four data points (Total Production, Value and Quantity of Sales, Recurrent Cash Input Costs) summed across production cycles if the same crop was planted.  The unit of measure for Total Production (e.g. kg, MT) **must** be the same as the unit of measure for Total Quantity of Sales, so that the average unit value calculated by dividing sales value by sales quantity can be used to value total production (TP x VS/QS). If sales quantity was recorded in a different unit of measure than the unit used for total production, sales quantity **must** be converted to the equivalent quantity in production units prior to entry in FTFMS. For example, if Total Production was measured in metric tons, and Total Quantity of Sales was measured in kg, Total Quantity of Sales should be divided by 1,000 before entering in FTFMS.  Input costs included should be those significant cash costs that can be easily ascertained. Attention should be focused on accounting for cash costs that represent at least 5% of total cash costs. (Note, it is not necessary to calculate actual percent contribution of specific inputs to total input costs to determine which inputs account for at least 5% of total cash costs. Partners may simply estimate which inputs would qualify.) Most likely cash input cost items are: purchased water, fuel, electricity, seed, feed or fishmeal, fertilizer, pesticides, hired labor, hired enforcement, and hired machine services. Capital investments and depreciation should not be included in cash costs. Unpaid family labor, seed from a previous harvest and other in-kind inputs do not have to be valued and should not be included in costs. | |
| ***Rationale****:*  Improving the gross margin for farm commodities for small-holders contributes to increasing agricultural GDP, will increase income, and thus directly contribute to the IR of improving production and the goal indicator of reducing poverty. Gross margin of fisheries is an appropriate measure of the productivity of a fishery and the impacts of fisheries management interventions. | |
| ***Unit:*** dollars/hectare | ***Disaggregate By: Disaggregate By:***  Commodity, household gender (FNM, MNF, M&F) |
| ***Type****:*  Outcome | ***Direction of Change:***  Higher is better |
| ***Data Source:*** household | |
| ***Measurement Notes:***  This indicator can be tracked through direct beneficiary farmer sample surveys; data collection through producer organizations or farm records, routine activity records | |
| **Level of Collection:** Activity-level, direct beneficiaries, targeted commodity | |
| ***Data Collection Methodology:***  Routine data collection | |
| ***Frequency of Collection:*** Annually | |

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| **SPS LOCATION: Agriculture** | |
| **INITIATIVE AFFILIATION: FTF - IR 1: Increased crop productivity** | |
| **INDICATOR TITLE: 4.5.2-23 Value of incremental sales (collected at farm- level) attributed to FTF implementation** | |
| ***Definition:***  This indicator will collect both volume (in metric tons) and value (in US dollars) of purchases from smallholders of targeted beans, maize and coffee for its calculation. The value of incremental sales indicates the value (in USD) of the total amount agricultural products sold by farm households relative to a base year and will be calculated based on the total quantity/volume (in metric tons) sold of a commodity times the product price in the reporting year minus the total quantity/volume (in metric tons) sold of a product times the crop price in the base year. Except to determine the baseline, re-existing sales should not be counted; only incremental sales facilitated by the Activity should be counted. Note that quantity of sales is part of the calculation for gross margin indicator and in many cases this will be the same or similar to the value here. | |
| ***Rationale:***  Volume (in metric tons) and value (in US dollars) of purchases from smallholders of targeted commodities (maize, beans and coffee) is a measure of the competitiveness of those smallholders. This measurement also helps track access to markets and progress toward commercialization by subsistence and semi-subsistence smallholders. Improving markets will contribute to 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. | |
| ***Unit:*** |  |
| Volume (metric tons) | ***Disaggregate By:***  Commodity |
| Value (USD) |  |
| ***Type:*** Outcome | ***Direction of Change:*** Higher is better |
| ***Data Source:*** Farmer records | |
|
| ***Measurement Notes***: From these 2 data points, system will calculate incremental sales automatically: | |
| [Volume (in metric tons) sold x Crop price in previous year] | |
| – | |
| [Volume (in metric tons) sold x Crop Price in base year] | |
| = | |
| Value of incremental sales in current year | |
|  | |
| Note: Convert local currency to US dollars at the average market foreign exchange rate for the reporting period | |
| ***Level of Collection:***  household | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | |
| ***Data Collection Methodology:***  The value of incremental sales will be collected directly from farmers. | |
| ***Frequency of Collection:*** Annually and semiannually | |
| ***Other Notes:***  Only count the increase in sales attributable to the FTF investment, i.e. where FTF assisted the individual farm directly. Examples of FTF investment could include: improved seeds, better input availability or farming techniques, marketing assistance or other activities that benefited farmers. | |

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| **SPS LOCATION: Agriculture**  **INITIATIVE AFFILIATION: FTF - Sub IR. 1.1: Increased use of improved farm management practices** | |
| ***INDICATOR TITLE: 4.5.2-7 Number of individuals who have received U.S. government-supported short-term agricultural sector productivity or food security training (in 34 focus districts)*** | |
| ***Definition:*** The number of individuals to whom significant knowledge or skills have been imparted through interactions that are intentional, are intentional, structured, and purposed for imparting knowledge or skills should be counted. The indicator includes farmers 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 new technologies, business management, linking to markets, etc., and 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 pre-defined 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. Count an individual only once, regardless of the number of trainings received during the reporting year and whether 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 #3.1.9-1 instead.*  Delivery mechanisms can include a variety of extension methods as well as technical assistance activities.  This indicator is to count *individuals* receiving training, for which the outcome, i.e. individuals applying new practices, should be reported under #4.5.2-5. | |
| **Rationale**: This indicator measures enhanced human capacity for increased agriculture productivity, improved food security, policy formulation and/or implementation, which is key to transformational development. | |
|  |  |
| **Unit:** Number | ***Disaggregate By:***  Sex, Age, type of individual |
|  |  |
|  |  |
| ***Type:***  Output | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source:*** Activity and partner records | |
|
| ***Measurement Notes:***  This indicator is to count individuals receiving training | |
| ***Level of Collection:*** Activity implementation level | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | |
| ***Data Collection Methodology:*** Activity training records | |
| ***Frequency of Collection:*** Annually and semi-annually | |
| ***Other Notes:*** | |

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| **SPS LOCATION: Agriculture** | |
| **INITIATIVE AFFILIATION: FTF - Sub IR. 1.1: Increased use of improved farm management practices** | |
| **INDICATOR TITLE: 4.5.2-5 Number of farmers and others who have applied improved technologies or management practices as a result of U.S. government assistance in focus districts** | |
| ***Definition:*** This indicator measures the total number of direct beneficiary farmers that applied improved technologies anywhere within the food and fiber system as a result of USG assistance during the reporting year. This includes innovations in efficiency, value-addition, post-harvest management, marketing, sustainable land management, forest and water management, managerial practices, input supply delivery. Technologies to be counted here are agriculture-related technologies and innovations including those that address climate change adaptation and mitigation (including, but not limited to, carbon sequestration, clean energy, and energy efficiency as related to agriculture). Significant improvements to existing technologies should be counted.  **Relevant technologies could include:**   * **Mechanical and physical**: New land preparation, harvesting, processing and product handling technologies, including biodegradable packaging * **Biological**: New germ plasm (varieties, breeds, etc.) that could be higher-yielding or higher in nutritional content and/or more resilient to climate impacts; bio fortified commodities such as vitamin A-rich sweet potatoes or rice, or high-protein maize, soil management practices that increase biotic activity and soil organic matter levels; * **Chemical:** Fertilizers, insecticides, and pesticides sustainably and environmentally applied, and soil amendments that increase fertilizer use efficiencies; * **Management and cultural practices**: sustainable water management; practices; sustainable land management practices; sustainable fishing practices; information technology, improved/sustainable agricultural production and marketing practices, increased use of climate information for planning disaster risk strategies in place, climate change mitigation and energy efficiency, and natural resource management practices that increase productivity and/or resiliency to climate change. IPM, ISFM, and PHH as related to agriculture should all be included as improved technologies or management practices   A beneficiary is counted **once regardless of the number of technologies applied during the reporting year**. If **more than one beneficiary in a household** is applying improved technologies, count each beneficiary in the household who does so.  If a beneficiary **cultivates a plot of land more than once in the reporting year**, s/he should be counted once if s/he applied an improved technology during any of the production cycles during the reporting year. S/he should not be counted each time an improved technology is applied.  However, the area under improved technologies should be counted each time it is cultivated under indicators *4.5-15 Gross margin per unit of land* and *4.5.2-2number of hectares of land under improved technologies.*  **Beneficiaries who are part of a group** and apply improved technologies on a demonstration or other **common plot** with other beneficiaries, **are not counted as having individually applied an improved technology** The group should be counted as one (1) beneficiary group and reported under 4.5.2-42 *Number of private enterprises, producers organizations… and community-based organizations (CBOs) that applied improved technologies* . The area of the communal plot should be counted under 4.5-15 *Gross margin per unit of land* and 4.5.2-2 *number of hectares of land under improved technologies.*  If a **lead farmer cultivates a plot used for training**, e.g. a demonstration plot used for Farmer Field Days or Farmer Field School, the beneficiary farmer should be counted under this indicator, and the area of the demonstration plot counted under *4.5-15 Gross margin per unit of land*, if applicable and *4.5.2-2number of hectares of land under improved technologies.*  However, if the demonstration or training plot is cultivated by extensionists or researchers, e.g. a demonstration plot in a research institute, neither the area nor the extensionist/researcher should be counted under the respective indicators. | |
| ***Rationale:***  Technological change and its adoption by different actors in the in the agricultural supply change will be critical to increasing agricultural productivity which is the Intermediate Result which this indicator falls under. | |
| ***Unit:*** Number | ***Disaggregate By:*** Sex, Age, type of individual, new vs. continuing |
|  |  |
| ***Type:*** Output | ***Direction of Change:*** Higher is better |
| ***Data Source:*** Farmer and partner records | |
| ***Measurement Notes:***  Significant improvements to existing technologies should be counted. In the case where, for example, a farmer applies more than one innovation because of USG assistance, they are still only counted once. Also, if more than one adult farmer in a household is applying new technologies, count all the individuals. | |
| This indicator is to count *individuals* who applied new technologies but not firms, associations, or other group entities | |
| ***Level of Collection:*** Farmer level | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Annually and semi-annual | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity** | |
| **INITIATIVE AFFILIATION: FTF - Sub IR. 1.1: Increased use of improved farm management practices** | |
| **INDICATOR TITLE: 4.5.2-11 Number of private enterprises (for profit), producer orgs, water user associations, women’s groups, trade and business associations, and community-based organizations receiving U.S. government assistance.** | |
| ***Definition:***  Total number of private enterprises, producers’ associations, cooperatives, producers organizations, water users associations, women’s groups, trade and business associations and community-based organizations, including those focused on natural resource management, that received USG assistance during the reporting year. This assistance includes support that aims at organization functions, such as member services, storage, processing and other downstream techniques, and management, marketing and accounting. “Organizations assisted” does not include those merely contacted or touched by an activity through brief attendance at a meeting or gathering by one or more employees. | |
|  | |
| In the case of training or assistance to farmer’s association or cooperatives, individual farmers are not counted separately, but as one entity. | |
| ***Rationale:***  Tracks civil society capacity building that is essential to building agricultural sector productivity. | |
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|  |  |
| ***Unit:*** Number | ***Disaggregate By:*** Type of organization, new vs. continuing |
|  |  |
|  |  |
| ***Type:*** Output | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source:*** Activity and partner records | |
|
| ***Measurement Notes:***  This indicator counts the number of groups trained, e.g. a company training or association training and not individuals trained. | |
| ***Level of Collection:*** organization/enterprise | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | |
| ***Data Collection Methodology:***  Routine data collection | |
| ***Frequency of Collection:*** Annually and Semi-Annual | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Capacity** | |
| **INITIATIVE AFFILIATION: FTF - Sub IR. 1.1: Increased use of improved farm management practices** | |
| **INDICATOR TITLE: 4.5.2-27 Number of members of producer organizations and community-based organizations receiving U.S. government assistance.** | |
| ***Definition:***  A producer organization in this context is any grouping of people involved in agriculture including input suppliers, transporters, farmers, processors, etc. that is organized around adding value to agricultural production. A community based organization (CBO) in this context is simply an organization involved in supporting any type of agricultural activity (including post-harvest transformation) and is based in a community and made up principally of individuals from the local community. USG assistance can include any help provided to either type of organization to expand coverage, services provided, information, etc. Some examples are organizational capacity building, training, other technical assistance, provision of supplies and materials, encouragement and motivation for improvements, etc. The indicator includes any person within the agricultural value chain who is a member of one of these organizations and received, directly or indirectly, USG assistance. | |
| ***Rationale:***  Helping the members of these institutions directly strengthens those organizations, which in turn will assist in improving the overall value of production in the agricultural value chain, improving productivity and contributing to a reduction in poverty, as most of the poor are in rural areas either as farmers, farm workers or workers in rural enterprises. | |
|
|  |  |
| ***Unit:*** Number | ***Disaggregate By:*** Type of organization, Sex, Age |
|  |  |
|  |  |
| ***Type:*** Output | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source*** Partner records | |
|
| ***Measurement Notes:***  This indicator counts the number of members within these types of organizations, which receive assistance. It does not count the number of institutions, the amount of the assistance or the change in the value of agricultural commodities. Note that individuals counted under this indicator may also be part of households counted in the total number of rural households benefitting from USG support. | |
| ***Level of Collection:*** Organization | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Annually and semi-annually | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity** | | |
| **INITIATIVE AFFILIATION: FTF - Sub IR. 1.1: Increased use of improved farm management practices** | | |
| **INDICATOR TITLE: 4.5.2-42 Number private enterprises (for profit), producer orgs, water user associations, women’s groups, trade and business associations, and community-based organizations that applied improved technologies or management practices as a result of U.S. government assistance.** | | |
| ***Definition:***  Total number of private enterprises (processors, input dealers, storage and transport companies) producer associations, cooperatives, water users associations, women’s groups, trade and business associations and community-based organizations (CBOs), that applied new technologies or management practices in areas including management (financial, planning, human resources), member services, procurement, technical innovations (processing, storage), quality control, marketing, etc. as a result of USG assistance in this reporting year. | | |
|  | | |
| Since these groups may be applying new technologies or management practices incrementally over time, only count those changes applied in this reporting year as a result of the USG Activity. Application of a new technology or management practice by the enterprise, association, cooperative or CBO is counted as one and not as applied by the number in their employees and/or membership. **For example, when a farmer association incorporates new corn storage innovations as a part of member services, the application is counted as one association and not multiplied by the number of farmer-members.** | | |
|  | | |
| Any technology that was first adopted in a previous year should not be included. Technologies to be counted here are agriculture-related technologies and innovations including those that address climate change adaptation and mitigation (e.g. Carbon sequestration, clean energy, and energy efficiency as related to agriculture). Relevant technologies include but are not limited to: | | |
| • Mechanical and physical: New land preparation, harvesting, processing and product handling technologies, including biodegradable packaging • Biological: New germ plasm (varieties) that could be higher-yielding or higher in nutritional content and/or more resilient to climate impacts; affordable food-based nutritional supplementation such as vitamin A-rich sweet potatoes or rice, or high-protein maize, soil management practices that increase biotic activity and soil organic matter levels. | | |
| • Chemical: Fertilizers, insecticides, and pesticides sustainably and environmentally applied, and soil amendments that increase fertilizer-use efficiencies; | | |
| • Management and cultural practices: sustainable water management; practices; sustainable land management practices; Information technology, improved/sustainable agricultural production and marketing practices, increased use of climate information for planning disaster risk strategies in place, climate change mitigation and energy efficiency, and natural resource management practices that increase productivity and/or resiliency to climate change. | | |
| ***Rationale:***  Tracks private sector and civil society behavior change to increase agricultural sector productivity. | | |
|
| ***Unit:*** Number | | ***Disaggregate By:*** Type of organization, new vs. continuing, commodity |
| ***Type:*** Output | | ***Direction of Change:*** Higher is better |
| ***Data Source:*** Activity and partner records | | |
|
| ***Measurement Notes:***  Only count the entity once per reporting year, even if multiple technologies or management practices are applied. | | |
| ***Level of Collection:*** Organisations/firms | | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | | |
| ***Data Collection Methodology:***  routine data collection | | |
| ***Frequency of Collection:*** Annually and semi-annually | | |
| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity** | | |
| **INITIATIVE AFFILIATION: FTF - Sub IR. 1.1: Increased use of improved farm management practices** | | |
| **INDICATOR TITLE: 4.5.2-2Number of hectares under improved technologies or management practices as a result of U.S. government assistance** | | |
| ***Definition:***  This indicator measures the area (in hectares) of land cultivated using USG-promoted improved technology (ies) or management practice(s) during the current reporting year. Technologies to be counted here are agriculture-related, **land-based** technologies and innovations including those that address climate change adaptation and mitigation. Significant improvements to existing technologies should be counted.  Examples of relevant technologies include:   * **Crop genetics**: e.g. improved/certified seed that could be higher-yielding, higher in nutritional content (e.g. through bio fortification, such as vitamin A-rich sweet potatoes or rice, or high-protein maize) and/or more resilient to climate impacts. * **Pest management**: e.g. Integrated Pest Management; appropriate application of insecticides and pesticides * **Disease management**: e.g. 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 that increase fertilizer-use efficiency (e.g. soil organic matter); fertilizers, erosion control * **Irrigation**: e.g. drip, surface, sprinkler irrigation; irrigation schemes * **Water management:** non-irrigation-based e.g. water harvesting * **Climate mitigation or adaptation**: e.g. conservation agriculture, carbon sequestration through low- or no-till practices no-till practices * **Other**: e.g. planting density and other cultural practices, improved mechanical and physical land preparation and harvesting approaches,   If a beneficiary **cultivates a plot of land more than once in the reporting year**, the area should be counted each time it is cultivated with one or more improved technologies during the reporting year. For example, because of access to irrigation as a result of a Feed the Future activity, a farmer can now cultivate a second crop during the dry season in addition to her/his regular crop during the rainy season. If the farmer applies Feed the Future promoted technologies to her/his plot during both the rainy season and the dry season, the area of the plot would be counted twice under this indicator. However, the farmer would only be counted once under indicator 4.5.2-5 *number of farmers and others who have applied improved technologies.*  If a group of **beneficiaries cultivate a plot of land as a group**, e.g. an association has a common plot on which multiple association members cultivate together, and on which improved technologies are applied, the area of the communal plot should be counted under this indicator and recorded under the sex disaggregate “association-applied”, and the group of association members should be counted once under *4.5.2-42 Number of private enterprises, producers organizations… and community-based organizations (CBOs) that applied improved technologies.*  If a lead **farmer cultivates a plot used for training**, e.g. a **demonstration plot** used for Farmer Field Days or Farmer Field School, the area of the demonstration plot should be counted under this indicator, and the farmer counted under 4.5.2-5 *number of farmers and others who have applied improved technologies.* However, if the demonstration or training plot is cultivated by extensionists or researchers, e.g. a demonstration plot in a research institute, neither the area nor the extensionist/researcher should be counted under the respective indicators. | | |
|  | | |
| ***Rationale:***  This indicator tracks successful adoption of technologies and management practices in an effort to improve agricultural productivity agricultural water productivity, sustainability, and resilience to climate impacts. | | |
| ***Unit:*** Number | ***Disaggregate By***: Technology type, new vs. continuing, Sex, Age (M, F, assoc. applied) | |
| ***Type:*** Outcome | ***Direction of Change:*** Higher is better | |
| ***Data Source:*** Farmer records | | |
|
| ***Measurement Notes:***  Significant improvements to existing technologies should be counted. If hectares are under more than one significant improvement, only select the most important in order to avoid double counting. If more than one improved technology is being applied on a hectare, count the hectare under each technology type (i.e. double-count). In addition, count the hectare under the total w/one or more improved technology category. Since it is very common for Feed the Future activities to promote more than one improved technology, not all of which are applied by all beneficiaries at once, this approach allows Feed the Future to accurately track and count the uptake of different technology types, and to accurately count the total number of hectares under improved technologies. | | |
| There should be a clear link between the number of hectares under improved management and the number of individuals (farmers, processors, etc.) applying new technologies or management practices as a result of USG assistance as well as associations/cooperatives/CBOs, and MSME’s applying new technologies or management practices as a result of USG assistance. | | |
| ***Level of Collection:*** Farmer Level | | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | | |
| ***Data Collection Methodology:*** Routine data collection | | |
| ***Frequency of Collection:*** Annually | | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity** | |
| **INITIATIVE AFFILIATION: Custom - Sub IR. 1.1: Increased use of improved farm management practices** | |
| **INDICATOR TITLE: Number of labor-saving technologies that meet women farmers’ needs made available for transfer** | |
| ***Definition:***  These are techniques of doing work that make work easier for women or require less time to accomplish tasks than other traditional agricultural production methods. | |
| ***Rationale:***  Labor saving technologies increase the women’s productivity. Women have additional gender roles that they play in managing and running homes, which they do in addition to the farming, hence they are often constrained by time. | |
|
|  |  |
| ***Unit:*** Number | ***Disaggregate By:***  Commodity, type of technology |
|  |  |
|  |  |
| ***Type:*** Output | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source:***  Activity and partner records, survey reports | |
|
| ***Measurement Notes:*** | |
| ***Level of Collection:*** Household | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | |
| ***Data Collection Methodology:***  Routine data collection | |
| ***Frequency of Collection:*** Annually | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity** | |
| **INITIATIVE AFFILIATION: Custom - Sub IR 1.2: Increased use of high quality agricultural inputs** | |
| **INDICATOR TITLE: Input sales by activity-assisted intermediary business models** | |
| ***Definition:***  Agricultural inputs sales to be tracked by this indicator will include: seeds and seedlings, chemical fertilizers, pesticides, herbicides, fungicides, oxen and farm implements. | |
| ***Rationale:***  Most farmers do not have access to good quality inputs and this contributes to low productivity. Increase in sales of quality inputs is a proxy measure for increased use of inputs by farmers. | |
|  |  |
| ***Unit:***  Value (USD) | ***Disaggregate By:***  Type of input |
|  |  |
| ***Type:*** Outcome | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source:*** Partner records | |
|
| ***Measurement Notes:***  This indicator will track the values of inputs that are sold by activity-assisted intermediary business models and the cost of the sales. | |
| ***Level of Collection:*** Firm level | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | |
| ***Data Collection Methodology:***  Routine data collection | |
| ***Frequency of Collection:*** Annually and Semi-annually | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity**  **INITIATIVE AFFILIATION: Custom - Sub IR 1.2: Increased use of high quality agricultural inputs** | |
| **INDICATOR TITLE: Percentage of farmers acknowledging positive benefits from the accessed inputs** | |
| **Precise Definition(s):**This indicator measures the outcome of purchasing and using agricultural inputs. It measures the level of realization of advantages of using inputs by the target beneficiaries. | |
| **Justification & Management Utility:**  It is important to measure the value judgment of purchased agricultural inputs in order to gauge the likelihood for continued use. This indicator will not only measure use but the positive benefits accrued from use. | |
| **Unit of Measure:** Percentage | |
| ***Unit:*** Percentage | ***Disaggregate By: Commodity, Sex, Age*** |
| ***Type:*** Outcome | ***Direction Of Change:*** |
| ***Data Source:*** | |
| ***Measurement Notes:***  *The n*umerator is the number of farmers that report the benefits of input use. The denominator is the total number of farmers surveyed. | |
| ***Level of Collection:*** Farmer level | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | |
| ***Data Collection Methodology:*** Survey | |
| ***Frequency of Collection:*** Annual | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity**  **INITIATIVE AFFILIATION: Custom - Sub IR 1.2: Increased use of high quality agricultural inputs** | |
| **INDICATOR TITLE: Percentage of farmers purchasing inputs from village agents and other promoted models** | |
| ***Definition:*** This indicator measures the rate of acquiring agricultural inputs by the target consumers (farmers) during the specific period. Acquiring inputs is a proxy measure for use of inputs. | |
| ***Rationale:***  Input utilization will increase the yield of crops hence higher incomes for farmers. This indicator tracks agricultural input purchase as a proxy measure for utilization levels in the country to show whether it is increasing or decreasing. | |
| ***Unit:*** Percentage | ***Disaggregate By:*** *Commodity, Sex, Age* |
| ***Type:*** Outcome | ***Direction of Change:*** Higher is better |
| ***Data Source:*** Activity records, household survey | |
| ***Measurement Notes:***  *The numerator is the n*umber of farmers purchasing inputs and using them during the current farming season. The d*enominator* is the total number of targeted farmers. | |
| ***Level of Collection:*** Farmer level | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine Activity records, survey | |
| ***Frequency of Collection:*** Annual | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity** | |
| **INITIATIVE AFFILIATION: Custom - Sub IR 1.3: Increased access to production support services** | |
| **INDICATOR TITLE: Number of radio, SMS, and other media awareness programs designed to encourage youth to work in value chain businesses implemented.** | |
| ***Definition:*** These are different types of awareness creation messages passed on through phone messaging systems, radio talk shows or other media programs aimed at increasing the interest of the youth to work in the value chain businesses of maize, beans and coffee. | |
| ***Rationale:*** Increased awareness increases the likelihood of behavior change or adoption of desired practices. Most youth in Uganda are unemployed so engaging them in productive activities will solve and mitigate a number of social and economic problems. | |
|  |  |
| ***Unit:*** Number | ***Disaggregate By:*** Type of media, message, district |
|  |  |
|  |  |
| ***Type:*** Output | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source:*** Activity records | |
|
| ***Measurement Notes:*** Count the type and number of messages developed and used once in a reporting period. | |
|
| ***Level of Collection:*** Activity level | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | |
| ***Data Collection Methodology:*** Routing data collection | |
| ***Frequency of Collection:*** Annually and semi-annually | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity** | |
| **INITIATIVE AFFILIATION: Custom - Sub IR 1.3: Increased access to production support services** | |
| **INDICATOR TITLE: Number of youth apprenticeships in value chain businesses brokered by the activity** | |
| ***Definition:*** These are the youth who will be attached to various value chain businesses for on-job training purposes as a result of the activity. | |
| ***Rationale:*** Apprenticeship is one of the fastest ways of passing on practical skills. Tracking this will measure the number of youth with skills in various value chain businesses, which is likely to lead to adoption of the trades. | |
|  |  |
| ***Unit:*** Number | ***Disaggregate By:*** Sex, Age |
|  |  |
|  |  |
| ***Type:*** Output | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source:*** Activity records | |
|
| ***Measurement Notes:*** Count the number of youth rather than the number of times they have trained. | |
|
| ***Level of Collection:*** Firm level, Activity level | |
| ***Responsibility for Data Collection:***  M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Annually and Semi-annually | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity** | |
| **INITIATIVE AFFILIATION: FTF - Sub IR 1.3: Increased access to production support services** | |
| **INDICATOR TITLE: 4.5.2-13 Number of rural households benefiting directly from U.S. government interventions** | |
| ***Definition:*** A household is a beneficiary if it contains at least one individual who is a 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. The intervention needs to be significant, meaning that if the individual is merely contacted or touched by an activity through brief attendance at a meeting or gathering, s/he should not be counted as beneficiary. 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. (An indirect beneficiary, on the other hand, does not necessarily have direct contact with the activity but still benefits, such as the population who uses a new road constructed by the activity or the individuals who hear a radio message but don’t receive any other training or counseling from the activity.)  The definition of “rural” should be the definition used by the respective national statistical service. This indicator can include vulnerable households if they are in rural areas. | |
| ***Rationale:*** Tracks access and equitable access to services in targeted area. | |
|
| ***Unit:*** Number | ***Disaggregate By:***  Gendered household type, type of intervention |
|  | *-****by gendered household type will be****:* female no male (FNM); male no female (MNF); male and female (M&F) |
|  | --**by Continuing vs. New households**: Rural households reported as benefiting should be those benefiting in the current reporting year. Any households that benefited in a previous year but not benefiting in the reporting year should not be included. Taking the example of a benefit derived from technology adoption, if a household adopted last year an agricultural technology provided under a USG program and continued to use that technology in the current (reporting) year, then that household should be counted. If the household adopted the technology last year but was not using it during the current (reporting) year, then the household 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”. |
| ***Type:*** Output | ***Direction of Change:*** Higher is better |
| ***Data Source:*** Farmer Records | |
|
| ***Measurement Notes:*** Count all households benefiting from FTF activities during the reporting period. | |
|
| ***Level of Collection:*** Household | |
| ***Responsibility for Data Collection:***  M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Annually | |

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| **SPS LOCATION : SPS LOCATION : Agriculture** | |
| **INITIATIVE AFFILIATION: FTF - Sub IR 1.3: Increased access to production support services** | |
| **INDICATOR TITLE: 4.5-2 Number of jobs attributed to FTF implementation** | |
| Jobs are all types of employment opportunities **created** during the reporting year in agriculture- or rural-related enterprises (including paid on-farm/fishery employment). **Jobs lasting less than one month 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 equal 260 days or 12 months. Thus a job that lasts 4 months should be counted as 1/3 FTE and a job that last for 130 days 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. | |
|  | |
| “Attributed to FTF implementation” includes farming and non-farm jobs where Feed the Future investments were intentional in assisting in any way to expand (or contract) jobs and where a program objective of the Feed the Future investment was job creation. | |
| ***Rationale:*** This is a direct measure of improved livelihoods, as it measures creation of employment and related income. However, Feed the Future is concerned about creation of sustainable employment, not temporary employment (of short duration such as a period of less than one month). | |
| ***Unit:*** Number | ***Disaggregate By:***  Sex, Age of employees, value chain, on-farm and off-farm jobs |
| ***Type:*** Output | ***Direction of Change:*** Higher is better |
| ***Data Source:*** Activity and partner records | |
|
| ***Measurement Notes:*** FTF is concerned about creation of sustainable employment, not temporary employment (of short duration such as a period of less than one month). | |
| ***Level of Collection:*** Household, firm level | |
| ***Responsibility for Data Collection:***  M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Annually and Semi-annually | |

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| **SPS LOCATION: Program Element Program Element 4.5.2 Agricultural Sector Capacity** | |
| **INITIATIVE AFFILIATION: FTF - IR. 2: Increased access to competitive markets (domestic, regional and international)** | |
| **INDICATOR TITLE: 4.5.2-29 Value of Agricultural and Rural Loans (in millions)** | |
| ***Definition:*** This indicator adds loans **made** (i.e**.** disbursed during the reporting year as a result of USG assistance) to producers and or farmers. Input suppliers, transporters, processors, as well as loans to MSMEs in rural areas that are in a targeted agricultural value chain as a result of USG assistance. The indicator counts loans **disbursed** to the recipient, not loans merely made (e.g. in process, but not yet available to the recipient). The loans can be made by any size financial institution from micro-credit through national commercial bank, and includes any type of micro-finance institution, such as an NGO. | |
| ***Rationale:*** Making more financial loans shows that there is improved access to business development and financial services. This in turn will help expand markets and trade and ought to also contribute to IR1’s expanding agricultural productivity which will help achieve the key objective of inclusive (the MSMEs) agriculture sector growth (with agriculture sector being defined broader than just crop production). In turn this contributes to both goals of reducing poverty and hunger. | |
|  | ***Disaggregate By:***  Type of loan recipient, age, sex (male, female, joint), Continuing/New |
| ***Unit:*** US Dollars | ***Continuing/New:*** Recipients reported should be those benefiting in the current reporting year. Any recipients that benefited in a previous year but not benefiting in the reporting year should not be included. Any recipient that benefited in the previous year and continues to benefit in the reporting year should be counted under “Continuing”. If a recipient received last year a loan facilitated under IEHA and continued to benefit from that capital and/or continued to access credit with the same lender in the current (reporting) year, then that recipient should be counted. If the recipient accessed credit last year, e.g., as working capital, and repaid that loan and is not accessing credit facilitated by IEHA during the current (reporting) year, then the recipient should not be included. Any recipient that benefited for the first time during the current reporting year should be counted under “New”. No recipient should be counted under both “Continuing” and “New”. |
|  | ***Type of loan recipient:*** producers, local traders/assemblers, wholesalers/processors, and others. |
| Note: Convert local currency to US dollars at the average market foreign exchange rate for the reporting period | ***Sex of recipient person or organization:*** For producers, the sex of the person should be used to classify the recipient. For firms, if the enterprise is a single proprietorship, the sex of the proprietor should be used for classification. For larger enterprises, the majority ownership should be used. When this cannot be ascertained, the majority of the senior management should be used. |
| ***Type:*** Output | ***Direction of Change:*** Higher is better |
| ***Data Source:*** Farmer Records | |
|
| ***Measurement Notes:***  Only count loans **disbursed** to the recipient and not those in the process not loans merely made (e.g. in process, but not yet available to the recipient). | |
| ***Level of Collection:*** Firm | |
| ***Responsibility for Data Collection:***  M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Annually and semi-annually | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity** | |
| **INITIATIVE AFFILIATION: FTF - IR. 2: Increased access to competitive markets (domestic, regional and international)** | |
| **INDICATOR TITLE: 4.5.2-30 Number of MSMEs receiving USG assistance to access bank loans** | |
| ***Definition:*** Total number of micro (1-5) small (6-50) and medium (51-100) (parenthesis = number of employees) enterprises (MSMEs). Number of employees refers to full time-equivalent workers during the previous month. To be counted an MSME must have received USG assistance and have accessed bank loans or private equity. USG assistance may include partial loan guarantee programs or any support facilitating the receipt of a loan or other equity (e.g. an in-kind loan such as a tractor, plow or other equipment given as a loan). A bank is any registered financial institution including micro-finance institutions, commercial banks, and any other financial institution that makes loans. Loans could be given by informal lenders and in-kind lenders of equipment or other inputs (e.g., fertilizer, seeds) transport or food with repayment being in cash or in kind. Lenders do not have to be formalized or registered. | |
|  | |
| The indicator does not measure the value of the loans, but the number of MSMEs who received USG assistance and accessed loans. | |
| ***Rationale:*** The lack of access to financial capital is frequently cited as a major impediment to the development of MSMEs, thus helping MSMEs access finances is likely to increase investment and the value of output (production in the case of farmers, value added for agricultural processing). This will directly contribute to the expansion of markets, increased agricultural productivity, and the reduction of poverty. | |
|  |  |
| ***Unit:*** Number | ***Disaggregate By:***  Sex & Age of owner of MSME, (male, female, joint), size of MSME (micro, small, or medium) |
|  |  |
|  |  |
| ***Type:*** Output | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source:***  Activity records | |
|
| ***Measurement Notes:***  Only count the MSME once per reporting year, even if multiple loans are accessed. | |
|
| ***Level of Collection:*** SMEs | |
| ***Responsibility for Data Collection:***  M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Annually and Semi-annually | |

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| **SPS LOCATION: Program Element Program Element 4.5.2 Agricultural Sector Capacity** | |
| **INITIATIVE AFFILIATION: FTF IR. 2: Increased access to competitive markets (domestic, regional and international)** | |
| **INDICATOR TITLE: 4.5.2-12 Number of public-private partnerships formed as a result of FTF assistance** | |
| ***Definition:*** Number of public-private partnerships in agriculture or nutrition formed during the reporting year due to FTF intervention. A public-private alliance (partnership) is considered formed when there is a clear agreement, usually written, to work together to achieve a common objective. Please count both Global Development Alliance (GDA) partnerships and non-GDA partnerships for this indicator. There must be either a cash or in-kind significant contribution to the effort by both the public and the private entity. 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. A public entity can be national or local government as well as a donor-funded implementing partner. It could include state enterprises, which are non-profit. A private entity can be a private company, a community group, or a state-owned enterprise, which seeks to make a profit (even if unsuccessful). | |
|  | |
| The Activity may form more than one partnership with the same entity, but this is likely to be rare. In counting partnerships we are not counting transactions with a partner entity; we are counting the number of partnerships formed during the reporting year. Public-private partnerships counted should be only those formed during the current reporting year. Any partnership that was formed in a previous year should not be included. | |
|  | |
|          An agricultural activity is any activity related to the supply of agricultural inputs, production methods, agricultural processing or transportation. | |
|          A nutritional activity includes any activity focused on attempting to improve the nutritional content of agricultural products as provided to consumers, develop improved nutritional products, increase support for nutrition service delivery, etc. | |
| NOTE: Each partnership’s formation should only be reported once in order to add the total number of partnerships could be across years. | |
| ***Rationale:*** 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. This will contributes to the Key Objective of agriculture sector growth. The improvement in growth will increase the incomes of all, but because the focus of Activity work is on the vulnerable (women, children and the poor) there will be a reduction in poverty. | |
| ***Unit:*** Number | ***Disaggregate By:***  Partnership focus |
| ***Type:*** Output | ***Direction of Change:*** Higher is better |
| ***Data Source:*** Activity records/ SAF Director | |
|
| ***Measurement Notes:***  when disaggregating the type of partnership, consider the **primary focus** of the partnership such as: | |
| -agricultural production | |
| -agricultural post-harvest transformation | |
| -nutrition | |
| -multi-focus (use this if there are several components of the above sectors in the partnership) | |
| ***Level of Collection:*** SAF Director | |
| ***Responsibility for Data Collection:***  M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Annually and Semi-annual | |

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| **SPS LOCATION: Program Element Program Element 4.5.2 Agricultural Sector Capacity** | |
| **INITIATIVE AFFILIATION: FTF - IR. 2: Increased access to competitive markets (domestic, regional and international)** | |
| **INDICATOR TITLE: 4.5.2-38 Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation** | |
| ***Definition:*** Investment is defined as any use of resources intended to increase future production output or income, to improve the sustainable use of agriculture-related natural resources (soil, water, etc.), to improve water or land management, etc. The “food chain” includes both upstream and downstream investments. Upstream investments include any type of agricultural capital used in the agricultural production process such as storage bins, and machinery. Downstream investments could include capital investments in equipment, etc. to do post-harvest transformation/processing of agricultural products as well as the transport of agricultural products to markets. “Private sector” includes any privately-led agricultural activity whether it is managed by an individual/household or a formal company. A CBO or NGO may be included if they engage in for-profit agricultural activity. “Leveraged by FTF implementation” indicates that the new investment was directly or indirectly encouraged or facilitated by activities funded by the FTF initiative. Investments reported should not include funds received by the investor from USG as part of any grant or other award. New investment means investment made during the reporting year. | |
| ***Rationale:*** Increased investment is the predominant source of economic growth in the agricultural and other economic sectors. Private sector investment is critical because it indicates that the investment is perceived by private agents to provide a positive financial return and therefore is likely to lead to sustainable increases in agricultural production. Agricultural growth is critical to achieving the FTF goal to “Sustainably Reduce Global Poverty and Hunger”. | |
|  |  |
| ***Unit:*** US Dollars | ***Disaggregate By:***  Type of investment, commodity |
|  |  |
| Note: Convert local currency to US dollars at the average market foreign exchange rate for the reporting period |  |
|  |  |
| ***Type:*** Outcome | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source:*** Partner records | |
|
| ***Measurement Notes:***  Investments reported should not include funds received by the investor from USG as part of any grant or other award. | |
| ***Level of Collection:*** Firm | |
| ***Responsibility for Data Collection:***  M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Annually and Semi-annually | |

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| **SPS LOCATION: Agriculture** | |
| **INITIATIVE AFFILIATION: Custom – Purpose: Sustainably increase the production and marketing of high quality maize, beans, and coffee in 34 focus districts.** | |
| **INDICATOR TITLE: Volume of exports by Activity assisted traders and exporters** | |
| ***Definition:*** This indicator will measure the volume of both intra-regional and international exports in MT attributable to the Activity interventions. Data for this indicator will be got from the Activity clients’ records who access either the regional or international market. | |
|
| ***Rationale:***  Total volume of commodities exported from Uganda is one measure of increased marketing and trade linkages on the intra-regional and international markets, which are likely to enable farmers, fetch better prices for their produce. | |
|
|  |  |
| ***Unit:*** metric tons | ***Disaggregate By:*** Commodity |
|  |  |
|  |  |
| ***Type:*** Outcome | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source:*** Partner records | |
|
| ***Measurement Notes:***  Data from exporters that captures figures from Activity supported farmers will be triangulated with secondary data sources such as Uganda Coffee Development Authority (UCDA), Uganda Revenue Authority (URA) and the Uganda Bureau of Statistics (UBOS). | |
| ***Level of Collection:*** Exporters, processors | |
| ***Responsibility for Data Collection:*** M&E and Learning Director | |
| ***Data Collection Methodology:***  Routine data collection | |
| ***Frequency of Collection:*** Annually and semi-annually | |

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| **SPS LOCATION: Program Element Program Element 4.5.2 Agricultural Sector Capacity** | |
| **INITIATIVE AFFILIATION: Custom - Sub IR 2.1: Improved market linkages** | |
| **INDICATOR TITLE: Number of e-payments completed by value chain actors as a result of the activity’s promotion of USAID’s Better than Cash Initiative.** | |
| [***Definition: Electronic payment (E-payment) refers to any kind of payment processed without using cash or paper checks. E-payments are made directly to the payee and could be done over mobile phone or via internet.***](http://financialsoft.about.com/od/glossaryindexp/g/Payee_def.htm) | |
| ***Rationale:*** Electronic payments make business transactions faster and hence contribute to increased trade volumes. Cash is often associated with lots of risks such as loss and theft, which are voided via electronic banking. | |
|  |  |
| ***Unit:*** Number | ***Disaggregate By:*** Type of business, number of transaction |
|  |  |
|  |  |
| ***Type:*** Output | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source:*** Partner records | |
|
| ***Measurement Notes:*** Count number of transactions as they occur | |
|
| ***Level of Collection:*** Value chain actors | |
| ***Responsibility for Data Collection:***  M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Quarterly, Annually, Semi-annually | |

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| **SPS LOCATION: Program Element 4.5.2 AGRICULTURAL SECTOR PRODUCTIVITY** | |
| **INITIATIVE AFFILIATION?: FTF – IR 2: Expanding Markets & Trade / Sub IR 2.4: Improved access to business development and sound and affordable financial and risk management services** | |
| **INDICATOR TITLE: 4.5.2–37 Number of MSMEs receiving business development services from USG assisted sources** | |
|
| *DEFINITION:* | |
| Total number of micro (1-5) small (6-50) and medium (51-100) enterprises (parenthesis = number of employees) receiving services from FTF-supported enterprise development providers. Number of employees refers to full time-equivalent workers during the previous month. Services may include, among other things, business planning, procurement, technical support in production techniques, quality control and marketing, micro-enterprise loans, etc. . Clients may be involved in agro-processing, community forestry, fisheries, input suppliers, or other small businesses receiving USG assistance. Additional examples of enterprise-focused services include: **Market Access:** These services identify/establish new markets for small enterprise (SE) products; facilitate the creation of links between all the actors in a given market and enable buyers to expand their outreach to, and purchases from, SEs; enable SEs to develop new products and produce them to buyer specifications. **Input supply:** These services help SEs improve their access to raw materials and production inputs; facilitate the creation of links between SEs and suppliers and enable the suppliers to both expand their outreach to SEs and develop their capacity to offer better, less expensive inputs. **Technology and Product Development:** These services research and identify new technologies for SEs and look at the capacity of local resource people to produce, market, and service those technologies on a sustainable basis; develop new and improved SE products that respond to market demand. **Training and Technical Assistance:** These services develop the capacity of enterprises to better plan and manage their operations and improve their technical expertise; develop sustainable training and technical assistance products that SEs are willing to pay for and they foster links between service providers and enterprises. **Finance:** These services help SEs identify and access funds through formal and alternative channels that include supplier or buyer credits, factoring companies, equity financing, venture capital, credit unions, banks, and the like; assist buyers in establishing links with commercial banks (letters of credit, etc.) to help them finance SE production directly. **Infrastructure:** These services establish sustainable infrastructure (refrigeration, storage, processing facilities, transport systems, loading equipment, communication centers, and improved roads and market places) that enables SEs to increase sales and income. **Policy/Advocacy:** These services carry out subsector analyses and research to identify policy constraints and opportunities for SEs; facilitate the organization of coalitions, trade organizations, or associations of business people, donors, government officials, academics, etc. to effect policies that promote the interests of SEs. | |
| Only count the MSME once per reporting year, even if multiple services are received. | |
| *RATIONALE:* | |
| This indicator measures directly the sub-IR of access to business development services, which contributes to the IR of expanding markets and trade. The IR impacts on the Key Objective of increasing agricultural productivity, which will help, achieve the goal of reducing poverty and hunger. | |
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| *UNIT:* | *DISAGGREGATE BY:* |
| Number | Sex & Age of MSME owner(s); size of enterprise; type of enterprise; Continuing/New |
|  | ***Sex of enterprise owner(s):*** Most enterprises are likely to be small (or very small), probably single proprietorships, in which case the sex of the proprietor should be used for classification. For larger enterprises, the majority ownership should be used. When this cannot be ascertained, the majority of the senior management should be used. |
|  | ***Size of enterprise:*** micro, small, or medium, as defined above |
|  | ***Type of enterprise:*** Ag. producer, input supplier, trader, output processor, non Ag, other |
|  | ***Continuing/New:*** Enterprises reported as benefiting should be those benefiting in the current reporting year. Any enterprises that benefited in a previous year but not benefiting in the reporting year should not be included. Any enterprise that benefited in the previous year and continues to benefit in the reporting year should be counted under “Continuing”. Any enterprise that benefited for the first time during the current reporting year should be counted under “New”. No enterprise should be counted under both “Continuing” and “New”. |
|  | *Note: These disaggregates will be available via drop –down menu in the FTF M&E system, but not necessarily in FACTS Info. Disaggregates not necessarily available in FACTS Info.* |
|  |  |
|  |  |
| *TYPE:* | *DIRECTION OF CHANGE:* |
| Output | Higher is better |
|  |  |
| *DATA SOURCE:* | |
| Implementing partner | |
|  | |
| *MEASUREMENT NOTES:* | |
| In the case that an individual MSME participates in multiple trainings or technical assistance in one year, it should be counted as one MSME enterprise. This indicator should count MSMEs receiving trainings or development services within the reporting year, not an accumulation of all trainings that MSME received in the life of USG project. | |
|   LEVEL of COLLECTION?: Project-level; only those MSMEs receiving trainings/service within the scope of the USG project | |
|   WHO COLLECTS DATA FOR THIS INDICATOR?: Implementing partners | |
|   HOW SHOULD IT BE COLLECTED?: training participant records | |
|   FREQUENCY of COLLECTION?: annually reported | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity** | |
| **INITIATIVE AFFILIATION: Custom - Sub IR 2.3: Improved post-harvest handling** | |
| **INDICATOR TITLE: Reduction in post-harvest losses by activity-assisted smallholders** | |
| ***Definition:*** Post-harvest losses refer to damage or destruction of the commodities after harvesting from the gardens. These loses may occur during transportation from the field to the store or buyer; during storage, or during processing. | |
| ***Rationale:*** Post- harvest losses reduce the profitability of the agricultural venture. This indicator tracks whether these losses have been minimized to the farmer’s benefit. The overall goal of the FTF Initiative is to “Sustainably Reduce Global Poverty and Hunger”. Post-harvest losses of foodstuffs and other agricultural products are typically a significant proportion of overall initial production in developing countries. A reduction in post-harvest losses could therefore substantially increase both food and income available to rural households and increase food availability to urban areas as well. | |
| ***Unit:*** Percent | ***Disaggregate By:***  Commodity, sex, age |
| The sex of the farmer is the one tracked here. |
|  |  |
| ***Type:*** Outcome | ***Direction of Change:*** Lower is better |
|  |  |
| ***Data Source:*** Activity records Annual cost, yield and income survey | |
|
| ***Measurement Notes:***  Convert local currency to US dollars at the average market foreign exchange rate for the reporting period | |
| ***Level of Collection:*** Farm household | |
| ***Responsibility for Data Collection:***  M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Annually | |

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| **SPS LOCATION: Program Element 4.5.2 Agriculture** | |
| **INITIATIVE AFFILIATION: FTF - Sub IR 2.3: Improved post-harvest handling** | |
| **INDICATOR TITLE: 4.5-5 Total change in installed storage capacity** | |
| ***Definition:*** This indicator measures total increase in functioning (refurbished and new) cubic meters of storage capacity that have been installed through USG programming and leverage. Installed storage capacity is an aggregate amount that encompasses on-farm and off-farm storage, dry goods and cold chain storage. Both newly installed and refurbished storage should be counted here. | |
| ***Rationale:*** The overall goal of the FTF Initiative is to “Sustainably Reduce Global Poverty and Hunger”. Post-harvest losses of foodstuffs and other agricultural products are typically a significant proportion of overall initial production in developing countries. A reduction in post-harvest losses through greater storage capacity could therefore substantially increase both food and income available to rural households and increase food availability to urban areas as well. | |
|  |  |
| ***Unit:*** *C*ubic meters | ***Disaggregate By:*** Storage type, commodity |
|  |  |
| ***Type:*** Outcome | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source:*** Activity and partner records | |
|
| ***Measurement Notes:*** Consider only direct beneficiaries. Copies of sales receipts for construction, equipment and installation services. | |
| ***Level of Collection:*** Community level | |
| ***Responsibility for Data Collection:***  M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Annually | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity** | |
| **INITIATIVE AFFILIATION: Custom - Cross cutting Gender and Environment** | |
| **INDICATOR TITLE: Proportion of female participants in U.S. government-assisted programs designed to increase access to productive economic resources (GNDR-2) Output** | |
| ***Definition:*** This is percentage of females among the Activity beneficiaries that have received at least one service from the Activity. | |
| ***Rationale:*** Females are the main contributors to agriculture production and hence need to be supported to transform their farming activities into more productive and gainful enterprises. Females are also the lead providers of care and nutrition to the families, hence empowering women has a larger multiplier effect on both males and females. It is therefore important to track if this program has benefitted females. | |
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| ***Unit:*** Percent | ***Disaggregate By:***  age, Type of intervention |
|  |  |
|  |  |
| ***Type:*** Output | ***Direction Of Change:*** Higher is better |
|  |  |
| ***Data Source:*** Survey | |
|
| ***Measurement Notes:***  If a female has received a series of services of the Activity, count them only once during the reporting period. | |
| ***Level of Collection:*** *Farmer Level* | |
| ***Responsibility for Data Collection:***  M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Annually and Semi-Annually | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity** | |
| **INITIATIVE AFFILIATION: GNDR-3 - Cross cutting Gender and Environment** | |
| **INDICATOR TITLE: Proportion of females who report a change in self-efficacy at the conclusion of U.S. government-supported training/ programming.** | |
| ***Definition:* Self-efficacy** is the measure of one's own ability to succeed or reach goals. It is a person's judgment about being able to perform a particular activity. Self-efficacy affects every area of human endeavor. This measures females’ self-efficacy to participate in various value chain levels more profitably than before. | |
| ***Rationale:*** By determining the beliefs a person holds regarding his or her power to affect situations, it strongly influences both the power a person actually has to face challenges competently and the choices a person is most likely to make. | |
|  |  |
| ***Unit:*** Percent | ***Disaggregate By:***  Age, TOTs vs. farmers |
|  |  |
|  |  |
| ***Type:*** Outcome | ***Direction Of Change:*** Higher is better |
|  |  |
| ***Data Source:*** Survey | |
|
| ***Measurement Notes:*** This indicator will be measured through self-reported responses to a number of scaled questions regarding the confidence in performing certain tasks and decisions. | |
|
| ***Level of Collection:*** Beneficiary level | |
| ***Responsibility for Data Collection:***  M&E and Learning Director | |
| ***Data Collection Methodology:*** Population based Survey | |
| ***Frequency of Collection:*** Annually | |

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| **SPS LOCATION: Program Element 4.5.2 Agricultural Sector Productivity** | |
| **INITIATIVE AFFILIATION: FTF - Cross cutting Gender and Environment** | |
| **INDICATOR TITLE: 4.5.2-34 Number of stakeholders implementing risk-reducing practices/actions to improve resilience to climate change as a result of USG assistance.** | |
| ***Definition:*** There is strong scientific and evidence-based information that stakeholders involved in sectors such as agriculture and other areas of natural resources can mitigate the effects of climate change by using appropriate new and tested management practices or implement measures that reduce the risks of climate change impacts. For example, risk-reducing management practices in agriculture might include changing the exposure or sensitivity of crops (e.g., switching crops, using a greenhouse, or changing the cropping calendar), soil management practices that reduce rainwater run-off and increase infiltration, or adjusting the management of other aspects of the system. Risk reducing measures might include applying new technologies like improved seeds or irrigation methods, diversifying into different income-generating activities or into crops that are less susceptible to drought and greater climatic variability. Any adjustment to the management of resources or implementation of an adaptation action that responds to climate-related stresses and increases resilience can be considered. | |
|  | |
| Practices and actions will aim to increase predictability and/or productivity of agriculture under anticipated climate variability and change. | |
| ***Rationale:*** While many management practices and technologies exist and can be diffused, others may not be well suited to perform under emerging climate stresses. Improved management and new technologies are available and others are being developed to perform better under climate stresses. Resource management experiences from other parts of the world may be useful as climate conditions shift geographically. | |
|  |  |
| ***Unit:*** Number | ***Disaggregate By:***  farmers, processors, exporters |
|  |  |
|  |  |
| ***Type:*** output | ***Direction of Change:*** Higher is better |
|  |  |
| ***Data Source:*** Field surveys | |
| ***Measurement Notes:*** | |
| Agriculture – practices and actions will aim to increase predictability and/or productivity of agriculture under anticipated climate variability and change. | |
| Water – practices and actions will aim to improve water quality, supply, and efficient use under anticipated climate variability and change. | |
| Health – practices and actions will aim to prevent or control disease incidence and outcomes under anticipated climate variability and change outcomes. | |
| DRM – practices and actions will aim to reduce the negative impacts of extreme events associated with climate variability and change. | |
| Urban – practices and actions will aim to improve the resilience of urban areas, populations, and infrastructure under anticipated climate variability and change. | |
| ***Level of Collection:*** Stakeholder level | |
| ***Responsibility for Data Collection:***  M&E and Learning Director | |
| ***Data Collection Methodology:*** Routine data collection | |
| ***Frequency of Collection:*** Annually | |

1. Form 1: Training Form Form 2: Value Chain form Form 3: Exporter form Form 4: Trader form Form 5: Village Agent form Form 6: Farmer record form Form 7: Group/Member Register [↑](#footnote-ref-1)