



More Coffee (Más Café) Project Monitoring & Evaluation (M&E) Plan

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I. Introduction

The objectives of the Monitoring and Evaluation (M&E) Plan are to:

- **Inform program management decision-making** throughout the 4-year program to ensure achievement of program goals
- **Enable accurate and timely reporting** to all stakeholders, including USAID, Smucker's, other local stakeholders, and internal TechnoServe processes
- **Evaluate program results and achievements** and identify lessons learned for future initiatives

To achieve these objectives, the M&E Plan detailed below establishes the structure for a robust, transparent, and practical M&E system. The plan lays out a coherent theory of change, a multi-disciplinary M&E approach, clear data collection and reporting procedures, and a plan for integrating M&E data into project decision-making.

II. The Project's Theory of Change

TechnoServe uses a logical framework as the basis for monitoring and evaluation and data-based decision making. The project's logical framework sets out a theory of change as to how the activities described in the technical approach lead to outputs, outcomes, and expected goals. Our goal is to contribute to sustainably reducing poverty and hunger by improving farm sales among more than 6,000 male and female smallholder coffee farmers in El Salvador and Nicaragua. TechnoServe's theory of change is to improve farm sales by increasing farmers' resilience and their inclusion in the coffee market system. Resilient coffee farmers are better positioned to endure shocks brought on by extreme weather conditions or price variations. Coffee farmers who are more included in the overall market system have greater access to services and supports that the system provides. Two output components directly contribute to achieving our intended outcome of increased resilience and inclusion. First, TechnoServe will train smallholder farmers to improve their agronomic practices. Second, TechnoServe will facilitate access to key inputs and financing. A third output component establishing the project's monitoring and evaluation system indirectly contributes to the project's outcome by improving management's ability to successfully execute the other two output components.

The project has selected indicators that will test the theory of change, as illustrated in the project's logical framework, which is included in Annex I. If the theory is correct, progress against the projects' output indicators will stimulate behavior change among project beneficiaries, as measured by the outcome-level indicators. As a result of the change in behavior among project beneficiaries, the project's goal-level indicators will begin to register change. The graphic below illustrates the output-outcome-goal level results chain for this project and identifies timing estimates for when the project may expect to see results at each level.

Narrative	Indicators	Date of first measurement.
GOAL: Improved farm sales among more than 6,000 male and female smallholder coffee farmers in El Salvador and Nicaragua	1. Value of incremental sales (collected at farm-level) attributed to FTF implementation (RiA)	April 2016
	2. Percent change in coffee yields	April 2016
	3. Value of Agriculture and Rural loans	June 2015
	4. Percent of farmers seeking loans who obtain them with project assistance	June 2015
OUTCOME: Coffee farmers more resilient and included in coffee market system	5. Number of farmers and others who have applied improved technologies or management practices as a result of USG assistance	September 2015
	6. Number of community trainers who continue working post-project to increase capacity in the coffee sector	September 2016
	7. Percent change of farmers with established coffee sales agreements	April 2015
	8. Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations and community-based organizations (CBOs) that applied improved technologies or management practices as a result of USG assistance	September 2015
	9. Number of agreements with locally operating firms to facilitate financing for smallholder coffee farmers.	April 2015
	10. Number of public-private partnerships formed as a result of FTF assistance	June 2015
OUTPUT 1: Productive capacity of male and female smallholder farmers enhanced	11. Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	September 2015
	12. Number of local employers recruited to employ CTs in training provision in target areas	June 2016
OUTPUT 2. Coffee farmer access to appropriate inputs increased.	13. Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	September 2015
	14. Percent of farmers scoring 75% or higher on a financial literacy aptitude test	June 2016

TechnoServe employs data generated from the monitoring and evaluation system to constantly test the project's theory of change. If, for example, the project is on target for achieving the identified outputs but has not seen a concomitant change in project outcome targets, the management team will re-evaluate the theory of change to identify bottlenecks or other barriers to achieving outcomes. Once identified, the project will course correct, redefining its strategy at the activity and output level in order to better ensure the achievement of project outcomes and goals.

III. A Multi-disciplinary M&E Approach

TechnoServe's M&E approach facilitates a continual learning cycle by providing multiple data sources to test hypotheses and, when indicated, make rapid course correction. The strategy is buttressed by the project team's use of Collaborative Learning and Adaptation (CLA) principles to ensure engagement of project participants and to create ongoing feedback loops.

TechnoServe performs rigorous project evaluations that seek to establish project impact and provide lessons learned for future development efforts. The project's evaluation strategy will use quantitative and qualitative methods to determine how the project contributed to improved welfare among beneficiaries. Using this methodology, the project will collect data from a representative sample of the beneficiary population and a comparable control population at project baseline and end line. In addition, the project will evaluate progress towards outcome and goal-level targets at the mid-term review. A final evaluation will consolidate data and provide recommendations for future efforts.

The approach incorporates M&E best practices during project inception, implementation and course correction, and project closeout.

3.1 Project Inception

Primary activities during the inception phase include setting up the M&E data collection, analysis, and reporting system and performing a baseline assessment of project indicators to inform implementation strategy and targets.

3.2 Setting up the M&E System

The M&E team, with inputs from the project manager and field team, will perform an in-depth analysis of data collection, quality assurance, and reporting requirements to ensure the project is prepared to report on all indicators. M&E will then establish data collection protocols, design collection forms, and train the relevant project team members in their use. The project will also develop an information flow chart to illustrate how M&E data will be shared with project stakeholders in order to support evidence-based decision-making.

A critical component of the inception phase is the development of a functioning database system that will securely store, manage, and provide relevant reports on project data. The Project will be among the first TechnoServe projects to adopt Taroworks, a technology developed by Grameen Foundation and based on Salesforce database functionality. Taroworks will support the project's data collection efforts by integrating the potential of mobile data collection technology with state-of-the-art customer relationship management software. By adopting Taroworks, the project will be at the forefront of

TechnoServe's global effort to consolidate M&E management onto a single data platform facilitating project-level analysis and organizational learning. It is expected that the project's experience using Taroworks will serve as a template for future TechnoServe projects.

3.3 Baseline Study

Baseline studies ensure that development projects have a point of comparison prior to the project's intervention from which to measure progress towards the outcome and goal-level indicators. Outcome and goal-level data to be measured during the project's baseline include:

- Level of farm revenues from coffee
- Level of coffee yields
- Use of good agricultural practices in coffee
- Percent of farmers with established coffee sales agreements

In addition to benchmarking current levels of key project indicators, the baseline will capture environmental and economic characteristics of the beneficiary community in order to better inform the project's intervention strategy. Among the data to be collected include:

- Farm planting density
- Percent incidence of leaf rust and other agronomic problems
- Farm diversification strategies
- Average value of loans obtained for coffee farming
- Percent of farmers obtaining loans for coffee farming

TechnoServe will also carry out a gender analysis when obtains baselines data to better understand men and women's constraints and opportunities as coffee farmers, in order to create an intervention that improves gender equality. The gender analysis will cover topics such as:

- Men and women's access to productive resources (land, inputs, finance)
- Men and women's roles in coffee production and commercialization
- Household decision-making over use of coffee income

The baseline study will be carried out after the project has consolidated participant lists for the project's first training cycle and before any effect on outcome and goal-level indicators is measurable. Given these conditions, it is estimated that the project will complete the baseline study following the 2014/2015 coffee harvest in April – June of 2015.

The study will collect data from a representative sample of the project's beneficiary population and a sample of a comparable coffee-producing population that will provide counterfactual evidence of project impact. The project will analyze the results from the baseline study in order to refine the implementation strategy and targets. Project management will propose any strategy or target changes to USAID within three months of completing the baseline study.

3.4 Implementation & Course Correction

During implementation, the M&E team will collect, aggregate and analyze data to produce periodic reports on project implementation and progress toward outputs. In addition to monitoring project implementation, the M&E team will oversee an annual survey to assess performance against outcome-level indicators. Analysis of the reports and surveys will inform project decision-making and course correction, if necessary. TechnoServe will hire an external third party to perform a mid-term review in Q3 of FY 2016 with a final evaluation performed in Q1 of FY 2018.

IV. Evaluations

TechnoServe will oversee a mid-term and final evaluation for the project. In addition, Más Café is under the USAID/ E-CAM Regional Integrated Trade and Food Security Strategy which will have a mid-term performance evaluation and a final performance evaluation. These evaluations will be more focused on the strategy level than the Project level.

4.1 Mid-term Performance Evaluation

The purpose of the mid-term evaluation is to review and assess implementation progress, identify early results from project activities, and help project management determine course corrections needed to fully achieve project results in the remainder of the project.

The mid-term evaluation will concentrate on providing an analysis of the relevance, efficacy, and efficiency of implementation activities carried out to date in order to assess the following:

- What advances toward impact has the project already achieved? Based on changes in beneficiary behavior as a result of the program, what level of impact can already be estimated?
- Will the project's implementation strategy for the remainder of the project's lifetime ensure achievement of project goals? If not, what changes to the implementation strategy would increase the likelihood of project success?

The evaluation will cover the relevance of the project to the key problems facing male and female coffee farmers in Nicaragua and El Salvador, quality of project design, efficiency of implementation, partners' perception of change and potential sustainability, the extent to which the assumptions outlined in the project results framework are valid, and identify external factors beyond the control of the project that have affected it negatively or positively.

The lessons learned and results of the evaluation will feed into a set of recommended course corrections to ensure that all targeted results are achieved by the end of the project and address any issues that might prevent project activities from being sustainable upon the project's completion.

4.1 (a) Methodology

The mid-term evaluation methodology will encompass the following components:

- A **critical assessment of the project's theory of change** in order to evaluate the likelihood of the project achieving its goals based on the current strategy.
- An **implementation evaluation** that reviews progress towards agreed upon project activities to ensure that they are being implemented as expected. The implementation evaluation will inform project leadership and stakeholders as to which indicators are expected to demonstrate impact, given the current progress in the project.
- A **quantitative survey** among a statistically representative random sample of the beneficiary population to identify improvements in the application of best agricultural practices and other project outcomes. The survey will employ a 95% confidence margin and a +/-5% margin of error on the indicator of interest.
- A **qualitative component** encompassing in-depth stakeholder interviews, focus group among project beneficiaries, and other strategies as identified by the Mid-term Evaluation Team that will deepen the evaluation's analysis of project reach and impact.

Taken together, these methods will provide inputs for conclusions as to whether or not the project's efforts are on track to lead to impact-level targets by closeout. The report will include the current progress against relevant indicators. That is, the report will address progress against those indicators on which donors and other stakeholders may expect the project to have achieved results. It will also address indicators for which the project is not expected to have achieved a result and provide projections on future impact based upon project progress and the theory of change. The indicator status report will disaggregate where possible observed differences among the project's geographic areas and client producer organizations. This report will become the basis for more in-depth analysis, focused on shortfalls in achieving performance expectations.

4.1 (b) Procedure and timeline of evaluation activities

The mid-term performance evaluation will be carried out by an external consultant, managed by a Mid-term Review Team made up of the Regional M&E Manager, Project M&E Manager, the Project Director, and TechnoServe's Central America Program Manager. The Regional M&E Manager will provide general oversight, backstopping and quality control of the evaluation results and methodology. TechnoServe will share the Terms of Reference for the contracting of the external consultant with USAID to obtain feedback. Through a transparent, public tender, the Mid-term Review Team will announce and evaluate proposals.

The selected external consultant will be responsible for developing a work plan and research instruments based on the mid-term evaluation's methodology. S/he will conduct producer surveys (with possible logistical assistance from TechnoServe in an effort to reduce costs), producer focus groups, and producer organization surveys; analyze qualitative and quantitative data as well as project implementation data in the context of the project's theory of change; and deliver a mid-term evaluation report with recommendations to ensure the project may achieve its stated goals. In addition to providing information on project progress in meeting targets and offering suggestions for improving effectiveness, the evaluator will be asked to make recommendations for the final evaluation.

TechnoServe will initiate the process for procuring the mid-term evaluator by Q3 FY 2015 of project implementation. Mid-term evaluation activities will be carried out during Q3 FY 2016, with a final report submitted to USAID by September, 2016.

4.1 (c) Audience and key stakeholders

The mid-term evaluation will be primarily used by the Project as a management tool to assess the project's progress to date and identify needed course corrections, thereby guiding project management to achieving project objectives and the most effective use of project funding. The extended audience for this evaluation is USAID, Smucker's and the Pacific Investment Management Company (PIMCO).

4.1 (d) Utilization of evaluation findings and recommendations

The evaluation findings will be discussed by project management and presented to USAID and relevant stakeholders at a project stakeholder's workshop. During this workshop the Mid-term Review Team, supported by their external consultants, will present the relevant evaluation findings. They will present the indicator status report, highlighting any potential areas for concern; present lessons learned and the resulting set of recommendations – and Project management's proposed response -- for the second half of the implementation period. Based on feedback received the external evaluator will complete the mid-term evaluation report and submit it to USAID. Pending recommendations and relevant approvals from USAID, Project management will implement the changes and begin reporting against them in the following semi-annual report.

4.2 Final Evaluation

At closeout, TechnoServe will oversee a final evaluation to establish the project's impact. The final evaluation will be used internally to improve future project design and implementation strategy. In addition, TechnoServe will seek out opportunities to share best practice identified within the final evaluation with the larger development community.

The final evaluation - to be carried out by an external evaluator - will measure project success in efficiently and sustainably achieving its goals. Specifically, the evaluation will measure the change in coffee yields and revenues among farmer beneficiaries in comparison with the counterfactual population. It will also determine the level to which project efforts can be attributed to having caused the change in yields and revenues.

4.2 (a) Methodology

The final evaluation will employ qualitative and quantitative methods to gather evidence of project impact. Critical components of the evaluation will include:

- **A review of the project's theory of change** as implemented to assess the project's coherence and relevance for the Central American coffee-growing context.
- **A review of project documents** generated over during implementation, including market studies, gender assessments, mid-term evaluation, and other annual surveys of project outcomes performed.
- **A quantitative survey** among a statistically representative random sample of the beneficiary population and the counterfactual population. The survey will measure changes to key indicators identified in the baseline survey, including:
 - Level of farm revenues from coffee
 - Level of coffee yields
 - Use of good agricultural practices in coffee
 - Percent of farmers with established coffee sales agreements

The survey will employ a 95% confidence margin and a +/-5% margin of error on the indicators of interest.

- **A qualitative component** encompassing in-depth stakeholder interviews, focus group among male and female project beneficiaries, and other strategies as identified by the Final Evaluation Team that will deepen the evaluation's analysis of project reach and impact.

The external evaluators will consolidate the evidence gathered and compare findings across quantitative and qualitative research methods to construct an argument for project impact and the contributions of each of the project's output components to achieving that impact. In doing so, the final evaluation will not only substantiate the degree to which the project achieved its goals but also identify the primary drivers towards achieving those goals.

4.2 (b) Procedure and timeline of evaluation activities

The final evaluation will be carried out by an external consultant, managed by a Final Evaluation Team made up of the Regional M&E Manager, Project M&E Manager, the Project Director, and TechnoServe's Central American Program Manager. The Regional M&E Manager will provide general oversight, back-stopping and quality control of the evaluation results and methodology. TechnoServe will share the Terms of Reference for the contracting of the external consultant with USAID to obtain feedback. Through a transparent, public tender, the Mid-term Review Team will announce and evaluate proposals.

The selected external consultant will be responsible for developing a workplan and research instruments based on the final evaluation's methodology. S/he will conduct surveys among beneficiary and comparison group populations, producer focus groups, and producer organization surveys; analyze qualitative and quantitative data as well as project implementation data in the context of the project's theory of change; and deliver a final evaluation report with observations how the success of the project in achieving its stated goals.

TechnoServe will initiate the process for procuring the final evaluator by Q3 FY 2017 of project implementation. Final evaluation activities will be carried out during Q4 FY 2017 and Q1 FY 2018, with a final report submitted to USAID within three months of project closeout.

4.2 (c) Utilization of evaluation findings and recommendations

The final evaluation will be shared broadly with project partners, community stakeholders, USAID, Smucker's, PIMCO, other project partners, and the development community. TechnoServe will share the synthesized reports of project progress, or appropriate excerpts, to key stakeholders such as producer organizations, partner government agencies, and other donors and implementers with activities near the project sites. In addition, TechnoServe will reflect internally on evaluation findings in order to improve the design and implementation strategy of future agricultural value-chain projects.

V. Gender Integration into the M&E Approach

In addition to a multi-disciplinary approach to M&E, the project will ensure that gender is fully integrated into project implementation, measurement and data analysis, and reporting. The M&E team, in consultation with TechnoServe's LAC Regional Gender Advisor, will adapt elements of USAID-promoted tools such as the Women's Empowerment in Agriculture Index and the Gender Integration Framework matrix to perform a gender assessment aimed at providing project management with key insights into Central American women's and men's roles in coffee production and commercialization.

Following the gender assessment while we are performing the baseline, the project team including M&E staff will revise project indicators and targets to ensure the project's goals reflect the value of promoting gender equity and women's full participation in the project. This includes analyzing how the project will promote women's voice in the coffee value chain, their control over economic assets, and a reduction in gender-based violence. Based on the context and needs identified in the gender assessment, the project may create new indicators to ensure TechnoServe responds to these issues and/or update existing targets to ensure adequate gender representation.

On-going monitoring efforts will place a priority on measuring the project's ability to reach both men and women equitably. TechnoServe will also develop a strategy to monitor unintended gender-related consequences. Mid-term and final evaluations will place a key focus on the extent to which the project has successfully promoted gender equity throughout the intervention.

VI. Data Collection, Quality Assurance & Reporting Procedures

6.1 Program indicators and targets

TechnoServe has selected a total of 14 performance indicators to track progress toward each of the above outputs, outcomes, and goals over the course of the project. These are shown in the Performance Indicators Reference Sheets (PIRS). Seven out of the fourteen indicators are standard and are part of the 2013 Feed the Future Indicator Handbook. The remaining seven indicators are custom and designed especially for this project.

- **Goal-level indicators** track improvements to farm revenue and coffee productivity.
- **Outcome-level indicators** track farmers' adoption of new techniques and the extent to which farmers are better integrated in the coffee market system.
- **Output-level indicators** track the products and results of program activities.

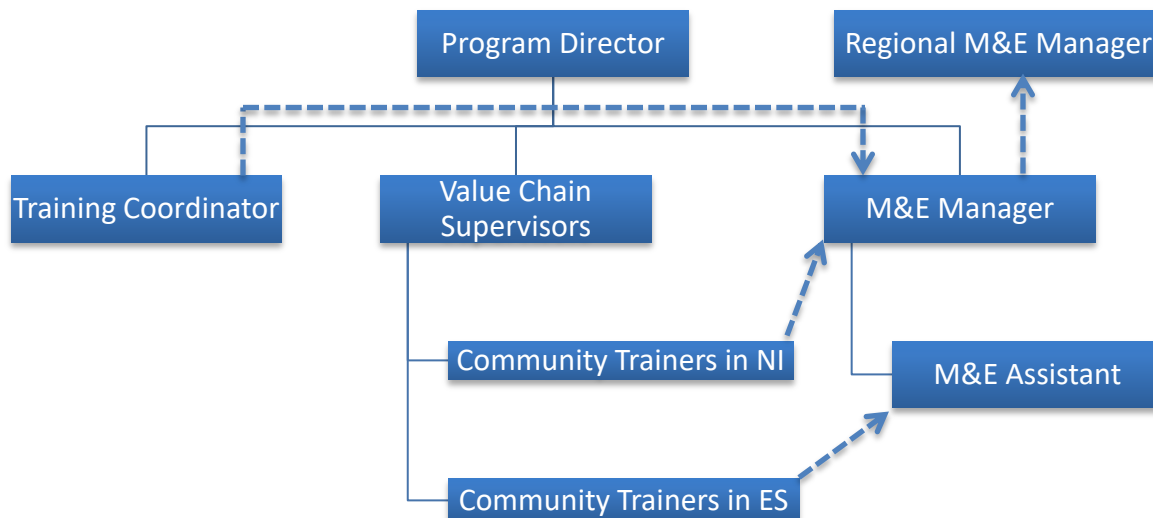
6.2 M&E Team

The M&E team will be based in both project offices in Nicaragua and El Salvador. Team members will maintain communication via phone, internet, and frequent site visits on the part of the M&E manager. Protocols for the collection, verification, aggregation, analysis, and reporting of program data ensure the M&E system successfully generates an information feedback loop to inform program implementation.

Roles and responsibilities

The primary actors responsible are:

- **Community Trainers and supervisors** will collect and submit data on farmer beneficiaries.
- **Training coordinator** will be responsible for supporting data collection among community trainers and supervisors. S/he will also submit monthly progress reports on advances towards other relevant indicators.
- The **M&E Assistant**, Indira Velasquez, will support data collection from external partners and project staff. She will also ensure data aggregation by overseeing the data collection system and maintaining the project database. She is based out of the El Salvador project office.
- The **M&E Manager**, Olga Marina Velasquez, will coordinate the information feedback loop that informs project decision-making. She will be responsible for receiving, aggregating, and analyzing field data and preparing progress reports as required by the program director. She will also contribute to preparing semi-annual reports to USAID, including updates to the TrainNet system, and will coordinate the annual progress surveys, the mid-term review, and the final evaluation. Olga will train project staff on data capture and will reinforce a culture of learning and reflection. She is based out of the Nicaragua project office.
- The **Regional Manager for Monitoring and Evaluation in Latin America and the Caribbean**, Kate Scaife Diaz, will supplement the efforts of the project M&E manager and provide advisory support on M&E best practice. She is based out of TechnoServe's Washington, D.C. office.
- The **Program Director**, Julio Centeno, will analyze the data from the progress reports in coordination with the M&E Manager in order to make decisions for project implementation. He will ensure that external partners (e.g. financial institutions) are aware of and able to comply with data reporting requirements. He will oversee the preparation and submission of semi-annual reports to USAID and internal TechnoServe reporting systems. Finally, Julio will be responsible for promoting a culture of learning and reflection based on the evidence produced by the M&E team. He is based out of the Nicaragua project office.



6.3 Procedure for data collection and analysis

Data will be captured, analyzed, and reported periodically, with output-level indicators reported internally on a monthly basis and outcome and goal-level indicators reported on an annual basis. The data collection period and strategy for each indicator is defined in the PIRS. TechnoServe will employ Taroworks, a mobile data-capture tool, to capture and transmit field data. Data will be stored in a Salesforce database platform with backup to the cloud. Results will be disaggregated by country for reporting purposes, and data analysis will compare results across useful disaggregated categories to determine any emerging tendencies regarding program impact on varying target populations and groups. All reports will contain qualitative information and, where useful, be presented in semi-annual program reports.

VII. BUDGET

Budget Item	Amount (USD)
Salaries and Fringe	
M&E Manager	\$98,560
M&E Assistant	\$52,740
Systems Administrator	
Regional M&E Manager	\$47,666
Office Expenses	
Mobile Phones (phone, data and SMS package)	\$11,814
Travel	
Regional M&E Manager travel	\$1,800
Project M&E Manager travel for project assistance	\$5,040
Project M&E Manager travel for training	\$4,400
Equipment	
Laptops	\$1,400
Monitors	\$200
Mobile phones for data collection	\$9,000
Outside Services – Consultants/Technical	
Baseline Survey	\$25,000
Mid-term Performance Evaluation	\$30,000
Final Evaluation	\$40,000
Database design and build	\$6,000
Total	\$333,620

VIII. Performance Indicator Reference Sheet PIRS

Performance Indicator Reference Sheet PIRS-No 1	
Name of Strategic Objective:	Economic Freedom: Open, Diversified Expanding Economies
Name of Intermediate Result:	Enhanced Food Security Through Regional Market Integration
Project Component (or Objective, etc.):	Improved farm sales among more than 6,000 smallholder coffee farmers (minimum 25% women) in El Salvador and Nicaragua
Project Sub-component (or Sub-activity, etc.):	
Name of Indicator:	Value of incremental sales (collected at farm-level) attributed to FTF implementation (RiA)¹
Is this an Annual Report indicator?	Yes. Data will be reported in 2015 (LB), 2016, 2017, and 2018 .
DESCRIPTION	
Precise Definition(s):	The value of incremental sales indicates the value (in USD) of the total amount of targeted kilograms of coffee sold by small-holder direct beneficiaries relative to a base year and is calculated as the total value of sales of coffee during the reporting year minus the total value of sales in the base year.
	This includes all sales by the small-holder direct beneficiaries of the targeted, not just farm-gate sales. Only count sales in the reporting year attributable to the Feed the Future investment, i.e. where Feed the Future assisted the Individual farmer directly. Examples of Feed the Future assistance include facilitating access to improved seeds and other inputs and providing extension services, marketing assistance or other activities that benefited small-holders
	It is absolutely essential that a Baseline Year Sales data point is entered. The Value of Incremental Sales indicator value cannot be calculated without a value for Baseline Year Sales. If data on the total value of sales of the value chain commodity by direct beneficiaries prior to Feed the Future activity implementation started is not available, do not leave the baseline blank or enter '0'. Use the earliest Reporting Year Sales actual as the Baseline Year Sales.
Unit of Measure:	Value (USD). Volume (Kg) and number of direct beneficiaries.
Disaggregated by:	
Sex or Gender:	Male, Female.
Ethnicity:	Self-identified.
Locality:	Country and municipality.
Justification & Management Utility:	Value (in USD) of purchases from small-holders of coffee is a measure of the competitiveness of those small-holders. This measurement also helps track access to markets and progress toward commercialization by subsistence and semi-subsistence small-holders. Improving markets will contribute to the Key Objective of increased agricultural productivity and production, which, in turn, will reduce poverty and thus achieve the goal. Lower level indicators help set the stage to allow markets and trade to expand.
PLAN FOR DATA ACQUISITION	
Data collection method:	The value of incremental sales can be collected by community trainers and supervisors directly from farm records of a sample of farmer beneficiaries, from recorded sales data by farmer's associations, and from a counterfactual.
Data Source:	Farmer surveys from a sample of beneficiary farmers and a counterfactual.
Method of data acquisition by USAID:	Through annual reports.
Frequency and timing of data acquisition:	Baseline data will be collected in Q2 and Q3 FY 2015. Subsequent yearly surveys will be conducted from March – May to collect data on the October – March harvest.
Estimated cost of data acquisition:	Moderate. This data will require developing and piloting specialized survey questions to ensure quality data, and will require significant time on the part of the mid-term and final evaluation team in analyzing results.
Individual(s) responsible at USAID:	Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office
Individual(s) responsible for providing data to USAID:	Community trainers and supervisors collect the raw data during the baseline, the mid-term and final evaluation. The Project M&E manager and Program Director are respon-

¹ (4.5.2-23. FTF Standard)

sible for providing data to USAID.			
Location of Data Storage: Database System TechnoServe: TechnoServe will employ Taroworks, a mobile data-capture tool, to capture and transmit field data. Data will be stored in a Salesforce database platform with backup to the cloud. FTFMS by USAID.			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: September 2016, during mid-term performance evaluation			
Known Data Limitations and Significance (if any): Farmers may lack knowledge or evidence of the exact quantity, price, and frequency of their coffee sales. They may be averse to sharing sensitive financial information.			
Actions Taken or Planned to Address Data Limitations: We will design simple survey questions to prompt farmers about the types and frequency of coffee sales they've made to facilitate recall. Data are collected by community trainers and supervisors in coordination with promoters of farmer's associations to increase trust among respondents. Each team of community trainers and supervisors collects data in an area different that have been attending during the project.			
Date of Future Data Quality Assessments: December 2017			
Procedures for Future Data Quality Assessments:			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: The Project M&E manager will compare results across useful disaggregated categories to determine any emerging tendencies regarding program impact on varying target populations and groups.			
Presentation of Data: Charts (Could be Trend lines, histograms, or scatter plots) and tables with the values of the categories of disaggregation required.			
Review of Data: Data will be captured, analyzed, and reported at the baseline, mid-term, and final evaluation. The Program Director will analyze the data from the progress reports in coordination with the M&E Manager in order to make decisions for project implementation.			
Reporting of Data: Annual and quarterly reports if there are data, and mid-term review and the final evaluation.			
OTHER NOTES			
Notes on Baselines/Targets: Targets will be defined in function of baselines. This reference will be updated, when TechnoServe obtains baseline data in April – June of 2015.			
Other Notes: In the case of Nicaragua, TechnoServe will use the average market exchange rate of the reporting period(FY)			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	N/A. In FY 2015 the baseline will be established		
2016			The midterm evaluation will be completed in September 2016. Since only one harvest will have taken place since the beginning of the intervention, and this harvest will take place after only 8 months of technical assistance, we are not expecting a major sales increase attributed at this time. While we do not have a sales increase target for 2016, we will report sales anyhow.
2017	TBD when baseline is conducted in April-June, 2015		10% sales gains over baseline expected as a result of a 10% gain in productivity after 18 months of technical assistance for the first cohort.
2018	TBD when baseline is conducted in April – June of 2015		The project has defined 25% of incremental sales as a target at the end of the intervention based on impacts of change in coffee yields.

THIS SHEET LAST UPDATED ON: October 20, 2014

Performance Indicator Reference Sheet PIRS-No 2

Name of Strategic Objective: Economic Freedom: Open, Diversified Expanding Economies

Name of Intermediate Result: Enhanced Food Security Through Regional Market Integration

Project Component (or Objective, etc.): Improved farm sales among more than 6,000 smallholder coffee farmers (minimum 25% women) in El Salvador and Nicaragua

Project Sub-component (or Sub-activity, etc.):

Name of Indicator:

Percent change in coffee yields (Custom)

Is this an Annual Report indicator? Yes

DESCRIPTION

Precise Definition(s): The increase over base-line values of coffee yields as compared to a counterfactual. The measurement included all farm areas that have been harvested, and volume achieved. The coffee yields cannot be calculated without a value for Baseline Year productivity at level of farm. Yields is determined: Kg (coffee harvested) per hectare of land.

Unit of Measure:

Percent: Please enter these two data points:

1. Numerator: Change in the total number of Kilograms per hectare of land (coffee harvested) between baselines.
2. Denominator: The total number of Kilograms per hectare of land as baseline.

Disaggregated by:

Sex of farmer: Male, Female.

Ethnicity: Self-identified.

Locality: country and municipality.

Justification & Management Utility: Capacity of harvest from small-holders of coffee is a measure of the competitiveness of those small-holders.

The relationship between the volume of production and farm area harvested is important because it demonstrates the farmers' capacity for respond to the market. It helps identify determining factors for competitiveness such as the adoption of practices to improve volume and eventually revenue so that farmers can be prepared for the factors that are not under their control such as the behavior of prices.

PLAN FOR DATA ACQUISITION

Data collection method: The coffee yields can be collected by community trainers and supervisors directly from farm records of a sample of farmer beneficiaries, from recorded production data by farmer's associations, and from a counterfactual. A similar process to collect the data is followed during the mid-term and final evaluation.

Data Source: Farmer surveys from a sample of beneficiary farmers and a counterfactual.

Method of data acquisition by USAID: The mid-term review and the final evaluation.

Frequency and timing of data acquisition: Baseline data will be collected in Q2 and Q3, FY 2015.

Estimated cost of data acquisition: Moderate. This data will require developing and piloting specialized survey questions to ensure quality data, and will require significant time on the part of the mid-term and final evaluation team in analyzing results.

Individual(s) responsible at USAID: Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office

Individual(s) responsible for providing data to USAID: Community trainers and supervisors collect the raw data during the baseline, the mid-term and final evaluation. The Project M&E manager and Program Director are responsible for providing data to USAID.

Location of Data Storage: Database System TechnoServe: TechnoServe will employ Taroworks, a mobile data-capture tool, to capture and transmit field data. Data will be stored in a Salesforce database platform with backup to the cloud
FTFMS by USAID.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2016, during mid-term performance evaluation

Known Data Limitations and Significance (if any): Farmers may lack knowledge or evidence of the exact quantity

of coffee produced. They may be averse to continue sharing information once the project is completed.			
Actions Taken or Planned to Address Data Limitations: We will maintain contact with cooperatives or farmers groups and verifying the information. During the implementation of project we will emphasis on the importance data for to improve and determine if the project has responded to their needs.			
Date of Future Data Quality Assessments: December 2017			
Procedures for Future Data Quality Assessments:			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: The Project M&E manager will compare results across useful disaggregated categories to determine any emerging tendencies regarding program impact on varying target populations and groups.			
Presentation of Data: Charts (Could be Trend lines, histograms, or scatter plots) and tables with the values of the categories of disaggregation required			
Review of Data: Data will be captured, analyzed, and reported at the baseline, mid-term, and final evaluation. The Program Director will analyze the data from the progress reports in coordination with the M&E Manager in order to make decisions for project implementation.			
Reporting of Data: Quarterly and Annual Reports if there is data. The mid-term review and the final evaluation.			
OTHER NOTES			
Notes on Baselines/Targets: Baseline data for this indicator will be obtained in April – June of 2015. The project has defined 25% of incremental in yields as LOP Target.			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	N/A. In FY 2015 the baseline will be established		
2016			The midterm evaluation will be completed in September 2016. Since only one harvest will have taken place since the beginning of the intervention, and this harvest will take place after only 8 months of technical assistance, we are not expecting a major productivity increase attributed at this time. While we do not have a yield increase target for 2016, we will nevertheless report yields.
2017	10%		We expect a 10% increase as an effect of technical assistance over an 18 month period, based on past experience managing coffee development projects. Additional time will be required to obtain higher yield increases.
2018	25%		The target reflects expected incremental yields during LOP among those farmers that adopt recommended practices.
THIS SHEET LAST UPDATED ON: October 20, 2014			

Performance Indicator Reference Sheet PIRS-No 3	
Name of Strategic Objective:	Economic Freedom: Open, Diversified Expanding Economies
Name of Intermediate Result:	Enhanced Food Security Through Regional Market Integration
Project Component (or Objective, etc.):	Improved farm sales among more than 6,000 smallholder coffee farmers (minimum 25% women) in El Salvador and Nicaragua
Project Sub-component (or Sub-activity, etc.):	
Name of Indicator:	Value of agriculture and rural loans (Custom)
Is this an Annual Report indicator?	Yes
DESCRIPTION	
Precise Definition(s):	The sum total in USD of all loans supplied to farmers or other entities with project support. 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 formalized entity, including a micro-credit or national commercial bank, an NGO or a private company such as an input supplier or exporter.
	This indicator includes both cash loans and in-kind loans.
Unit of Measure:	US Dollars
Disaggregated by:	
Type of loan recipient:	producers, local traders/assemblers, wholesalers/processors, others.
Sex of recipient:	Male, Female, Joint, n/a. For producers, the sex of the loan recipient should be provided. 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. If this cannot be ascertained, use n/a (not available)
Ethnicity:	Self-identified.
Locality:	country and municipality.
Justification & Management Utility:	Making more financial or in kind-loans shows that there is improved access to business development and financial services of smallholders coffee farmers. This in turn will help expand markets and trade which will help achieve inclusive coffee market system growth. In turn this contributes reducing poverty and hunger.
PLAN FOR DATA ACQUISITION	
Data collection method:	The M&E Manager will establish direct communication with lenders partners to obtain data. They will provide a monthly update on loans approved along with a copy of loan documentation serving as proof.
Data Source:	Approved loan documentation
Method of data acquisition by USAID:	Through annual reports.
Frequency and timing of data acquisition:	Quarterly, throughout the year.
Estimated cost of data acquisition:	Low
Individual(s) responsible at USAID:	Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office
Individual(s) responsible for providing data to USAID:	M&E Manager collect the raw data. The M&E manager and Program Director are responsible for providing data to USAID.
Location of Data Storage:	Database System TechnoServe: TechnoServe will employ Taroworks, a mobile data-capture tool, to capture and transmit field data. Data will be stored in a Salesforce database platform with backup to the cloud FTFMS by USAID.
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment:	September 2016, during mid-term performance evaluation
Known Data Limitations and Significance (if any):	The lenders partners not send us information on time, or with the requirements and details requested.
Actions Taken or Planned to Address Data Limitations:	To include on the agreements the requirements and details about the financial information of farmers.
Date of Future Data Quality Assessments:	December 2017
Procedures for Future Data Quality Assessments:	

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: The value of all loans will be totaled. On-lending will be counted once towards the target.			
Presentation of Data: Charts (Could be trend lines, line histogram), and tables of frequency with the values of the categories of disaggregation required			
Review of Data: The Program Director will analyze the data from the quarterly progress reports in coordination with the M&E Manager in order to make decisions for project implementation.			
Reporting of Data: Quarterly and Annual Reports if there is data. The mid-term review and the final evaluation.			
OTHER NOTES			
Notes on Baselines/Targets: Baseline is zero. The value of the targets are accumulative and includes achievements of LOP at the time of measurement. Target for each fiscal year is based on the percent of farmers of all beneficiaries that seek to loans such is defined in the indicator 4 and the average capacity of financial debt assumed by smallholders (\$500). Target for LOP is at least 300,000 USD on loans			
Other Notes: In the case of Nicaragua, it will be used the average market exchange rate of the reporting period (FY)			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	\$100,000		At the time of measurement for FY 2015 the project expects to achieve loans for at least for 400 cohort 1 smallholder farmers (equivalent to 20% of farmers we expect to seek loans) and we estimate that the average loan will be for \$250.
2016	\$100,000		At the time of measurement for FY 2016 the project expects to continue working with the first cohort who already obtained loans, and help them acquire at least the same amount in credit.
2017	\$50,000		At the time of measurement for FY 2017 the project expect achieve loans at least for 200 smallholders of second cohort (equivalent to 20% of farmers we expect to seek loans) and we estimate that the average loan will be for \$250.
2018	\$50,000		At the time of measurement for FY 2018 the project expect continue working with the second cohort who has obtained loans the last FY.
THIS SHEET LAST UPDATED ON: October 20, 2014			

Performance Indicator Reference Sheet PIRS-No 4	
Name of Strategic Objective:	Economic Freedom: Open, Diversified Expanding Economies
Name of Intermediate Result:	Enhanced Food Security Through Regional Market Integration
Project Component (or Objective, etc.):	Improved farm sales among more than 6,000 smallholder coffee farmers (minimum 25% women) in El Salvador and Nicaragua
Project Sub-component (or Sub-activity, etc.):	
Name of Indicator:	Percent of farmers seeking loans who obtain loans them with project assistance (Custom)
Is this an Annual Report indicator?	Yes.
DESCRIPTION	
Precise Definition(s):	The number of coffee farmers out of all project beneficiaries seeking loans who obtain a loan with project support. The indicator counts farmers with loans disbursed, not loans merely made (e.g. in process, but not yet available to the recipient). The loans can be made by any formalized entity, from a micro-credit or commercial bank, to an NGO, producer organization, input supplier, or exporters.
Unit of Measure:	Percent. Please enter these two data points: 1. Numerator: the total number of farmers who obtain loans with project assistance 2. Denominator: the total number of farmer beneficiaries seeking loans
Disaggregated by:	Sex of farmer: Male, Female. Ethnicity: Self-identified. Locality: country and municipality.
Justification & Management Utility:	Making more financial loans shows that there is improved access to business development and financial services. Lack of access to finance limits the capacity of the coffee farmers for adopting new technologies and practices. This indicator helps to measure effective access of farmers who need financial loans through the efforts of the project.
PLAN FOR DATA ACQUISITION	
Data collection method:	The M&E Manager will establish direct communication with lenders to obtain data. The lender will provide a monthly update on loans approved along with a copy of loan documentation serving as proof.
Data Source:	Approved loan documentation
Method of data acquisition by USAID:	Through annual reports.
Frequency and timing of data acquisition:	Quarterly, throughout the year.
Estimated cost of data acquisition:	Low
Individual(s) responsible at USAID:	Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office
Individual(s) responsible for providing data to USAID:	M&E Manager collect the raw data. The M&E manager and Program Director are responsible for providing data to USAID.
Location of Data Storage:	Database System TechnoServe: TechnoServe will employ Taroworks, a mobile data-capture tool, to capture and transmit field data. Data will be stored in a Salesforce database platform with backup to the cloud FTFMS by USAID.
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment:	September 2016, during mid-term performance evaluation
Known Data Limitations and Significance (if any):	The lenders not send us information on time, or with the requirements and details requested.
Actions Taken or Planned to Address Data Limitations:	To include on the agreements with lenders, the requirements and details about the financial information of farmers.
Date of Future Data Quality Assessments:	December 2017
Procedures for Future Data Quality Assessments:	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
Data Analysis:	The number of farmers with loans will be compared to the total number of beneficiaries.
Presentation of Data:	Charts (Stacked, Bar, Column or Pie), and tables of frequency with the values of the categories of disaggregation required.

Review of Data: The Program Director will analyze the data from the quarterly progress reports in coordination with the M&E Manager in order to make decisions for project implementation.			
Reporting of Data: Quarterly and Annual Reports if there are data. The mid-term review and the final evaluation			
OTHER NOTES			
Notes on Baselines/Targets: Baseline is zero.			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	20%		At the time of measurement for FY 2015 the project expects to achieve loans for at least for 400 cohort 1 smallholder farmers (equivalent to 20% of farmers we expect to seek loans). This target assumes that 50% of the smallholder coffee farmers will be able to implement best practices with their own resources, and of the remaining half, 30% of farmers will not seek or be denied for a loan.
2016			The project expects to continue working with the first cohort in 2016, so no new headcounts of farmers with loans is expected.
2017	20%		At the time of measurement for FY 2017 the project expects to achieve loans for at least for 20% of farmers. This target assumes that 50% of the smallholder coffee farmers will be able to implement best practices with their own resources, and of the remaining half, 30% of farmers will not seek or be denied for a loan.
2018			The project expects to continue working with the first cohort in 2018, so no new headcounts of farmers with loans is expected.
THIS SHEET LAST UPDATED ON: October 20, 2014			

Performance Indicator Reference Sheet PIRS-No 5	
Name of Strategic Objective:	Economic Freedom: Open, Diversified Expanding Economies
Name of Intermediate Result:	Enhanced Food Security Through Regional Market Integration
Project Component (or Objective, etc.):	Improved farm sales among more than 6,000 smallholder coffee farmers (minimum 25% women) in El Salvador and Nicaragua
Project Sub-component (or Sub-activity, etc.):	Coffee farmers more resilient and included in coffee market system
Name of Indicator:	Number of farmers and others who have applied improved technologies or management practices as a result of USG assistance (RiA) ²
Is this an Annual Report indicator?	YES.
DESCRIPTION	
Precise Definition(s):	The number of direct beneficiary farmers, Individual processors, rural entrepreneurs, managers and traders, etc. that applied improved technologies anywhere within the food and fiber system as a result of USG support. The M&E manager will collaborate with technical experts to identify the improved technologies to be measured.
	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. For example, because of new 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 one season and not the other, or in both the rainy season and the dry season, s/he would only be counted once under this indicator.
	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
Unit of Measure:	Number (Individual)
Disaggregated by:	
Duration:	New: This reporting year is the first year the person applied the improved technology/management practice. Continuing: The person first applied the improved technology/practice in the previous year and continues to apply it (i.e. technology/practice was applied for two consecutive years). However, If the person applies more than one improved technology/practice, some of which continue to be applied from the previous year and some of which were applied for the first time in the reporting year, count the person under new. Any first-time application of an improved technology/practice categorizes the person as new, even if other improved technologies/practices being applied are continuing.
Sex:	Male, Female
Ethnicity:	Self-identified.
Locality:	country and municipality.
Justification & Management Utility:	Technological change and its adoption by different actors in the agricultural supply chain will be critical to increasing agricultural productivity, which is the Intermediate Result under which this indicator falls.
PLAN FOR DATA ACQUISITION	
Data collection method:	Collected by community trainers and supervisors in Surveys.
Data Source:	Surveys of a revolving (random selection without replacement) sample of farmer beneficiaries until all farmers have been surveyed or project close
Method of data acquisition by USAID:	Through annual reports.
Frequency and timing of data acquisition:	Data is captured on a monthly basis from a small sample of farmers.

² (4.5.2-5 FTF Standard)

<p>Over the course of a quarter (three-month period) the repeated small samples will aggregate into a statistically significant (i.e. representative) sample of beneficiaries. The M&E manager along with the Project Director will identify the appropriate timing for surveying on the application of different good practice methods. It is assumed that, while the content of the survey may vary over the year as a function of the appropriate methods to be measuring, the survey itself will be applied continuously throughout the year to a sample of farmers.</p>			
<p>Estimated cost of data acquisition: Low; community trainers and supervisors will be performing site visits to farms as part of the technical assistance package. The survey will require an additional five minutes of their time and will facilitate documentation of their activities.</p>			
<p>Individual(s) responsible at USAID: Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office</p>			
<p>Individual(s) responsible for providing data to USAID: Community trainers and supervisors collect the raw data. The M&E manager and Program Director is responsible for providing data to USAID.</p>			
<p>Location of Data Storage: Database System TechnoServe: TechnoServe will employ Taroworks, a mobile data-capture tool, to capture and transmit field data. Data will be stored in a Salesforce database platform with backup to the cloud FTFMS by USAID.</p>			
<p>DATA QUALITY ISSUES</p>			
<p>Date of Initial Data Quality Assessment: September 2016, during mid-term performance evaluation</p>			
<p>Known Data Limitations and Significance (if any): Farmers may not accurately report on their adoption of practices, perhaps because they fail to differentiate between “good” adoption and “poor” adoption, or because they wish to impress the community trainer in an attempt to receive more services. Community trainers may also fail to differentiate between good and poor adoption, leading to high results in this indicator but low results in the goal-level indicator (4.5.2-23)</p>			
<p>Actions Taken or Planned to Address Data Limitations The M&E manager will train community trainers in differentiating between the qualities of adoption of practice. The community trainers will perform site visits at coffee farms and walk the fields to observe practices implemented rather than simply asking the farmers for their self-assessment.</p>			
<p>Date of Future Data Quality Assessments: December 2017</p>			
<p>Procedures for Future Data Quality Assessments:</p>			
<p>PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING</p>			
<p>Data Analysis: The M&E manager will compare results across useful disaggregated categories required to determine any emerging tendencies regarding program impact on varying target populations and groups.</p>			
<p>Presentation of Data: Charts (column, bars, Table or Table with Embedded Charts), and tables of frequency with the values of the categories of disaggregation required.</p>			
<p>Review of Data: The Program Director will analyze the data from the monthly progress reports in coordination with the M&E Manager to determine if the project is on track towards its targets and to make decisions about program implementation.</p>			
<p>Reporting of Data: Quarterly program reports to USAID. The mid-term review and the final evaluation</p>			
<p>OTHER NOTES</p>			
<p>Notes on Baselines/Targets: Baseline is zero. Target for number of farmers is cumulative because it disaggregates new and continuing beneficiaries as indicated by the FTF Guide.</p>			
<p>Other Notes:</p>			
<p>PERFORMANCE INDICATOR VALUES</p>			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	2000		Adoption of practices will start low as the project gains trust and builds capacity so we defined at least 50% of farmer applying better practices for the first measurement in a first cohort with 4000 farmers,
2016	3000		For FY 2016, the project expects achieved that 75% of all farmer of the first cohort applied better practices.
2017	4500		For FY 2017, this indicator measure achievements for LOP in the first and second cohort. Target defined as 75% of farmers in both cohorts adopting appropriate practices. It is

			possible that the actual number of farmers adopting practices may be lower, as the project will have had less time to train and build trust with cohort 2 farmers by 2017.
2018	4500		About 75% of all project beneficiaries will adopt practices by the end of project
THIS SHEET LAST UPDATED ON: October 20, 2014			

Performance Indicator Reference Sheet PIRS-No 6	
Name of Strategic Objective:	Economic Freedom: Open, Diversified Expanding Economies
Name of Intermediate Result:	Enhanced Food Security Through Regional Market Integration
Project Component (or Objective, etc.):	Improved farm sales among more than 6,000 smallholder coffee farmers (minimum 25% women) in El Salvador and Nicaragua
Project Sub-component (or Sub-activity, etc.):	Coffee farmers more resilient and included in coffee market system
Name of Indicator:	Number of Community Trainers (CT) who continue working to increase capacity in the coffee sector. (Custom)
Is this an Annual Report indicator?	No. Data will be reported during the mid-term and final evaluations.
DESCRIPTION	
Precise Definition(s):	The number of project-hired community trainers who find formal employment, either part time, full time, or seasonal work supporting capacity in the coffee sector once project funding for their salary ceases. Examples of acceptable employment include group training, one-on-one advisory services, mass media training provision, etc.
Unit of Measure:	Number (Individual)
Disaggregated by:	
Sex:	Male, Female.
Ethnicity:	Self-identified.
Locality:	country and municipality.
Justification & Management Utility:	Long-term provision of capacity building can indicate the sustainability of the intervention by encouraging the beneficiaries to take responsibility to keep the changes after that the project financing have completed. The indicator also measures local job creation, ensuring sustainable source of income for the trainers and their families, and increased productivity for farmers than receiving their services.
PLAN FOR DATA ACQUISITION	
Data collection method:	Direct communication between M&E Manager and community trainers.
Data Source:	Contracts or employment letter.
Method of data acquisition by USAID:	Mid-term and final evaluations.
Frequency and timing of data acquisition:	Quarterly for up to one year after CT ceases to work with the project or until project closeout..
Estimated cost of data acquisition:	Low. Project staff will need to follow up with former staff via SMS, email, or phone calls.
Individual(s) responsible at USAID:	Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office
Individual(s) responsible for providing data to USAID:	The Project M&E manager and Program Director are responsible for providing data to USAID.
Location of Data Storage:	Spreadsheet of community trainers with online cloud backup. FTFMS by USAID.
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment:	September 2016, during final performance evaluation.
Known Data Limitations and Significance (if any):	Community trainers may be uninterested in maintaining contact with TechnoServe once they are no longer employed by us.
Actions Taken or Planned to Address Data Limitations:	At the moment of employment we will share our vision for project sustainability with the community trainers and throughout the life of the project reminds them of our interest in supporting their long-term work as capacity builders. By explaining our interests and building trust, we expect to obtain high response rates from former employees.
Date of Future Data Quality Assessments:	December 2017
Procedures for Future Data Quality Assessments:	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
Data Analysis:	Each community trainer will be counted once, regardless of the number of jobs supporting the coffee sector s/he holds.
Presentation of Data:	Table of community trainer hires.
Review of Data:	The Program Director will analyze the data from the progress reports in coordination with the M&E

Manager in order to make decisions for project implementation.			
Reporting of Data: Mid-term and final evaluation			
OTHER NOTES			
<p>Notes on Baselines/Targets: Baseline is zero. At least 25% of community trainers employed by the Project will be female. The Project will make every effort to promote post-project long term employment of both female and male community trainers.</p> <p>Targets are not cumulative, and measure the effect of the project in each cohort according to the fiscal year effects are reported in. Targets for this indicator are a significant commitment and one of the key challenges of the project. Since it is the first time TechnoServe has included this indicator as a measure of sustainability, we have defined a conservative target. The target takes into account the capacity of coffee farmers and knowledge accumulated of TechnoServe on the dynamics created between community trainers and farmers during the implementation of technical assistance projects in the rural sector.</p>			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	0		
2016	6		Target is set based on the estimate that 30% of the project's 20 community trainers from the first cohort will find relevant employment.
2017	0		
2018	3		Target is set based on the estimate that 30% of the project's 10 community trainers from the second cohort will find relevant employment.
THIS SHEET LAST UPDATED ON: October 20, 2014			

Performance Indicator Reference Sheet PIRS-No 7

Name of Strategic Objective: Economic Freedom: Open, Diversified Expanding Economies
Name of Intermediate Result: Enhanced Food Security Through Regional Market Integration
Project Component (or Objective, etc.): Improved farm sales among more than 6,000 smallholder coffee farmers (minimum 25% women) in El Salvador and Nicaragua
Project Sub-component (or Sub-activity, etc.): Coffee farmers more resilient and included in the coffee market system.
Name of Indicator: Percent change of farmers with established coffee sales agreements (Custom)
Is this an Annual Report indicator? Yes.
DESCRIPTION
Precise Definition(s): The percent of farmers out of all project beneficiaries that obtain formal agreements with a buyer to purchase any portion of their coffee production over base-line values. A buyer may be a local cooperative, an intermediary, or a firm. The indicator includes new or current buyers in the marketplace, but if the buyer has bought from the farmer in the past, the agreement must formalize this arrangement, establishing a commitment on the part of farmer and buyer to sell to one another. The agreement shall be written, but does not need to be a formal contract.
Unit of Measure: Percent. Please enter these two data points: 1. Numerator: The total number of farmers with new coffee sales agreements 2. Denominator: the total number of farmer beneficiaries with project assistance.
Disaggregated by: Sex of farmer: Male, Female. Ethnicity: Self-identified. Locality: Country and municipality.
Justification & Management Utility: Farmers with buyer commitments to purchase coffee face a more secure marketplace and have stronger incentives to apply best agricultural practices. This creates a positive feedback loop for farmers to continuing investing in productivity improvements. Coffee sales agreements also address the inclusivity of the marketplace, and may facilitate access to finance.
PLAN FOR DATA ACQUISITION
Data collection method: Data about coffee sales agreement can be collected by Community trainers and supervisors directly from farm records of a sample of farmer beneficiaries.
Data Source: Purchase order or agreement
Method of data acquisition by USAID: Through annual reports.
Frequency and timing of data acquisition: Data is captured on a monthly basis from a small sample of farmers. Over the course of a quarter (three-month period) the repeated small samples will aggregate into a statistically significant (i.e. representative) sample of beneficiaries. The M&E manager along with the Project Director will identify the appropriate timing for surveying on the application of different good practice methods. It is assumed that, while the content of the survey may vary over the year as a function of the appropriate methods to be measuring, the survey itself will be applied continuously throughout the year to a sample of farmers.
Estimated cost of data acquisition: Low.
Individual(s) responsible at USAID: Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office
Individual(s) responsible for providing data to USAID: The Project M&E manager and Program Director are responsible for providing data to USAID.
Location of Data Storage: Database System TechnoServe: TechnoServe will employ Taroworks, a mobile data-capture tool, to capture and transmit field data. Data will be stored in a Salesforce database platform with backup to the cloud. FTFMS by USAID.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: September 2016, during mid-term performance evaluation
Known Data Limitations and Significance (if any): Farmers may be averse to sharing sensitive financial information. Farmers may lack evidence of the coffee sales agreement.
Actions Taken or Planned to Address Data Limitations: During the implementation of project we will emphasize

the importance of data collection to improve and determine if the project has responded to their needs.			
Date of Future Data Quality Assessments: December 2017			
Procedures for Future Data Quality Assessments:			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: The Project M&E manager will compare results across useful disaggregated categories to determine any emerging tendencies regarding program impact on varying target populations and groups.			
Presentation of Data: Charts (Could be Pie, histograms, or scatter plots) and tables with the values of the categories of disaggregation required			
Review of Data: Data will be captured, analyzed, and reported at the baseline, mid-term, and final evaluation. The Program Director will analyze the data from the progress reports in coordination with the M&E Manager in order to make decisions for project implementation.			
Reporting of Data: Quarterly and Annual program reports to USAID. The mid-term review and the final evaluation			
OTHER NOTES			
Notes on Baselines/Targets: TechnoServe obtains baseline data in April – June of 2015. Data must be included the number of coffee sales agreements per farmer. Targets are not cumulative, and measure the effect of the project in each cohort.			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	20%		In order to facilitate financing for 20% of those who seek it (which we estimate to be approximately 400 farmers in Cohort 1) previous experience tells us that we need at least twice as many farmers to apply for loans. If sales agreements are required to facilitate financing, we should aim for that same number of sales agreements (800), which is equivalent to 20% of the total cohort.
2016			Same explanation as above, except that the Project will attempt to facilitate more sales agreements.
2017	25%		Same as above.
2018	25%		Same as above.
THIS SHEET LAST UPDATED ON: October 20, 2014			

Performance Indicator Reference Sheet PIRS-No 8	
Name of Strategic Objective: Economic Freedom: Open, Diversified Expanding Economies	
Name of Intermediate Result: Enhanced Food Security Through Regional Market Integration	
Project Component (or Objective, etc.): Improved farm sales among more than 6,000 smallholder coffee farmers (minimum 25% women) in El Salvador and Nicaragua	
Project Sub-component (or Sub-activity, etc.): Coffee farmers more resilient and included in coffee market system	
Name of Indicator: Number of private enterprises, producers organizations, water users associations, women’s groups, trade and business associations and community-based organizations (CBOs) that applied improved technologies or management practices as a result of USG assistance (RiA) (WOG)³	
Is this an Annual Report indicator? YES	
DESCRIPTION	
<p>Precise Definition(s): Total number of private enterprises (PE) (processors, input dealers, storage and transport companies) producer associations, cooperatives, water users associations, fishing associations, women’s groups, trade and business associations and community-based organizations (CBOs), including those focused on natural resource management, that applied new technologies or management practices at the organization level during the reporting year. Organization-level technologies and management practices include those in areas such as management (financial, planning, human resources), member services, procurement, technical innovations (processing, storage), quality control, marketing, etc. as a result of USG assistance in the current reporting year.</p> <p>Only count the entity once per reporting year, even if multiple technologies or management practices are applied. Any groups applying a technology that was first applied in the previous reporting year and continues to be applied in the current reporting year should be included under “Continuing.” However, if the organization added a new technology or management practice during the reporting year to the ones they continued to apply from previous year(s), they would be counted as “New”. No organization should be counted under both New and Continuing</p> <p>The M&E manager will collaborate with technical experts to identify the improved technologies to be measured.</p> <p>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.</p>	
Unit of Measure: Number (Individual)	
<p>Disaggregated by: Type of organization (see indicator title for principal types) Duration: - New: entity applied a targeted new technology/management practice for the first time during the reporting year - Continuing: entity applied new technology(ies)/practice(s) in a previous year and continues to apply in the reporting year</p>	
Justification & Management Utility: Technological change and its adoption by different actors in the agricultural supply chain will be critical to increasing agricultural productivity, which is the Intermediate Result under which this indicator falls.	
PLAN FOR DATA ACQUISITION	
Data collection method: The number of private enterprises that applied improved management practices can be collected by supervisors, records activity of training and various USG assistance for these specific types of organizations/associations	
Data Source: Following each training	
Method of data acquisition by USAID: Through annual reports.	

³ (4.5.2-42 FTF Standard)

Frequency and timing of data acquisition: Monthly			
Estimated cost of data acquisition: Low.			
Individual(s) responsible at USAID: Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office			
Individual(s) responsible for providing data to USAID: Supervisors collect the raw data. The M&E manager and Program Director is responsible for providing data to USAID.			
Location of Data Storage: Database System TechnoServe: TechnoServe will employ Taroworks, a mobile data-capture tool, to capture and transmit field data. Data will be stored in a Salesforce database platform with backup to the cloud FTFMS by USAID.			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: September 2016, during mid-term performance evaluation			
Known Data Limitations and Significance (if any): There are not known data limitations			
Actions Taken or Planned to Address Data Limitations: Non applicable			
Date of Future Data Quality Assessments: December 2017			
Procedures for Future Data Quality Assessments:			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: The M&E manager and supervisors will evaluate the adoption of practices among beneficiary organizations to determine where additional areas of improvement could take place. Based on TechnoServe experience in entrepreneurship programs, adoption of improved business practices is an iterative process.			
Presentation of Data: Brief narrative reports on each beneficiary business.			
Review of Data: The Program Director will analyze the data in coordination with the M&E Manager to determine if the project is on track towards its targets and to make decisions about program implementation.			
Reporting of Data: Quarterly and Annual program reports to USAID. The mid-term review and the final evaluation			
OTHER NOTES			
Notes on Baselines/Targets: Baselines will be determined at initial contact with beneficiary organizations. The baselines will take into account what, if any, services the organizations are already providing to coffee farmers in order to identify new services the project could facilitate through them. Targets for this indicator are cumulative because they include a disaggregation of new and continuing beneficiaries as indicated by the Guide FTF. Target for Life of project is 8 entities (4 per country).			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	4		The project expects the adoption of best practices in at least 2 entities in each country.
2016	4		The project expects the adoption of bestpractices in at least another four producer organizations.
2017			
2018			
THIS SHEET LAST UPDATED ON: October 20, 2014			

Performance Indicator Reference Sheet PIRS-No 9	
Name of Strategic Objective:	Economic Freedom: Open, Diversified Expanding Economies
Name of Intermediate Result:	Enhanced Food Security Through Regional Market Integration
Project Component (or Objective, etc.):	Improved farm sales among more than 6,000 smallholder coffee farmers (minimum 25% women) in El Salvador and Nicaragua
Project Sub-component (or Sub-activity, etc.):	Coffee farmers more resilient and included in the coffee market system.
Name of Indicator:	Number of agreements established with locally operating firms to facilitate financing for smallholder coffee farmers (Custom)
Is this an Annual Report indicator?	Yes
DESCRIPTION	
Precise Definition(s):	The number of formal agreements that project management reaches with local firms such as lenders, input supply companies, or buyers. The agreements will address ways the project partners aim to increase access to finance among smallholder coffee farmers.
Unit of Measure:	Number (agreement)
Disaggregated by:	none
Justification & Management Utility:	Lack of access to finance limits the capacity of smallholder coffee farmers to invest in improved technologies. By facilitating relationships with non-traditional lenders, the project will provide an additional pathway for alternative finance.
PLAN FOR DATA ACQUISITION	
Data collection method:	The number of agreements reaches will be collected by M&E Manager through a verification of signed Memoranda of Understanding (MOUs)
Data Source:	Signed MOUs
Method of data acquisition by USAID:	Through annual reports.
Frequency and timing of data acquisition:	Following each agreement.
Estimated cost of data acquisition:	Low
Individual(s) responsible at USAID:	Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office
Individual(s) responsible for providing data to USAID:	The Project M&E manager and Program Director are responsible for providing data to USAID.
Location of Data Storage:	Spreadsheet of local firms, with backup to the cloud. FTFMS by USAID.
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment:	September 2016, during mid-term performance evaluation
Known Data Limitations and Significance (if any):	There are not known data limitations.
Actions Taken or Planned to Address Data Limitations:	Non applicable
Date of Future Data Quality Assessments:	December 2017
Procedures for Future Data Quality Assessments:	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
Data Analysis:	Data will be maintained in a spreadsheet to track follow-up meetings and the agreements established. Each agreement will be codified with a unique ID to ensure no double-counting.
Presentation of Data:	A table of signed agreements
Review of Data:	The Program Director will review the data from monthly progress reports in coordination with the M&E Manager in order to make decisions for project implementation.
Reporting of Data:	Quarterly and Annual Reports if there are data. The mid-term review and the final evaluation.
OTHER NOTES	
Notes on Baselines/Targets: Baselines will be determined at initial contact with beneficiary organizations. The baselines will take into account what, if any, smallholders lending that the organizations are already providing to coffee farmers in order to identify new financial services the project could facilitate through them.	
Targets are cumulative. There are approximately 8 to10 entities that may facilitate loans to smallholder coffee farmers in El Salvador and Nicaragua. We expect to be able to motivate at least half of these to facilitate financing for	

farmers.			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	2		The project expects to have established at least one agreement in each country to facilitate financing for this first cohort.
2016	2		The project expects to have established at least two agreements more than the last year to facilitate financing for the second cohort.
2017			
2018			
THIS SHEET LAST UPDATED ON: October 20, 2014			

Performance Indicator Reference Sheet PIRS-No 10	
Name of Strategic Objective:	Economic Freedom: Open, Diversified Expanding Economies
Name of Intermediate Result:	Enhanced Food Security Through Regional Market Integration
Project Component (or Objective, etc.):	Improved farm sales among more than 6,000 smallholder coffee farmers (minimum 25% women) in El Salvador and Nicaragua
Project Sub-component (or Sub-activity, etc.):	Coffee farmers more resilient and included in the coffee market system.
Name of Indicator:	Number of public-private partnerships formed as a result of FTF assistance⁴ (4.5.2-12 FTF Standard)
Is this an Annual Report indicator?	Yes
DESCRIPTION	
Precise Definition(s):	Number of public-private partnerships in agriculture formed during the reporting year due to Feed the Future intervention. An agricultural activity is any activity related to the supply of agricultural inputs, production methods, agricultural processing or transportation. Private partnerships can be long or short in duration (length is not a criteria for measurement). Partnerships with multiple partners should only be counted once. 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 sub-national 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 unsuccessfully). A mission or an 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. NOTE: Each partnership's formation should only be reported once in order to add the total number of partnerships across years
Unit of Measure:	Number (partnership)
Disaggregated by:	
Partnership focus:	-agricultural production -agricultural post-harvest transformation -nutrition -other (do not use this for multi-focus partnerships) -multi-focus (use this if there are several components of the above sectors in the partnership)
Justification & Management Utility:	The assumption of this indicator is that if more partnerships are formed it is likely that there will be more investment in agriculture related activities. This will help achieve IR3 which then 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.
PLAN FOR DATA ACQUISITION	
Data collection method:	The number of public private formed can be collected by M&E Manager, following the completion of each signed MOU.
Data Source:	Signed MOUs

⁴ (4.5.2-12 FTF Standard)

Method of data acquisition by USAID: Through annual reports.			
Frequency and timing of data acquisition: Following the establishment of each agreement.			
Estimated cost of data acquisition: Low.			
Individual(s) responsible at USAID: Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office			
Individual(s) responsible for providing data to USAID: The Project M&E manager and Program Director are responsible for providing data to USAID.			
Location of Data Storage: A spreadsheet of partnerships with backup to the cloud. FTFMS by USAID.			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: September 2016, during mid-term performance evaluation			
Known Data Limitations and Significance (if any): There are not known data limitations			
Actions Taken or Planned to Address Data Limitations: Non applicable			
Date of Future Data Quality Assessments: December 2017			
Procedures for Future Data Quality Assessments:			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Data on partnerships will be compiled in a monthly report to the Program Director each time a new partnership is formed.			
Presentation of Data: A table of existing partnerships			
Review of Data: The Program Director will analyze the data from monthly progress reports in coordination with the M&E Manager in order to make decisions for project implementation.			
Reporting of Data: Quarterly and Annual Reports if there are data. The mid-term review and the final evaluation			
OTHER NOTES			
Notes on Baselines/Targets: Baseline is zero. Targets are not cumulative because they measure project effort for the reporting period as indicated by the FTF Guide. Each target by fiscal year counts the number of partnerships formed during the reporting year. The target for life of project is at least 4 partnerships formed to achieve a better inclusion in coffee market system for the small-holders coffee farmers.			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	2		The project expects to have formed at least two partnerships in each country in FY 2015.
2016	2		During FY 2016 the project expects to have formed at least another two partnerships benefiting both cohorts.
2017			
2018			
THIS SHEET LAST UPDATED ON: October 20, 2014			

Performance Indicator Reference Sheet PIRS-No 11	
Name of Strategic Objective:	Economic Freedom: Open, Diversified Expanding Economies
Name of Intermediate Result:	Enhanced Food Security Through Regional Market Integration
Project Component (or Objective, etc.):	Coffee farmers more resilient and included in the coffee market system.
Project Sub-component (or Sub-activity, etc.):	Productive capacity of smallholder farmers enhanced.
Name of Indicator:	Number of Individuals who have received USG-supplied short term agricultural sector productivity or food security training (4.5.2-7 FTF Standard)
Is this an Annual Report indicator?	Yes.
DESCRIPTION	
<p>Precise Definition(s): The number of Individuals to whom significant knowledge or skills have been imparted through interactions that are intentional, structured, and purposed for imparting knowledge or skills should be counted. The indicator includes farmers, ranchers, fishers, and other primary sector producers who receive training in a variety of best practices in productivity, post-harvest management, linking to markets, etc. It also includes rural entrepreneurs, processors, managers and traders. 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.</p> <p>The project will only count farmers as beneficiaries if they participate in at least 2 training modules.</p>	
Unit of Measure:	Number (Individual)
Disaggregated by:	
Type of Individual:	<ul style="list-style-type: none"> -Producers (farmers, fishers, pastoralists, ranchers, etc.) -People in government (e.g. policy makers, extension workers) -People in private sector firms (e.g. processors, service providers, manufacturers) -People in civil society (e.g. NGOs, CBOs, CSOs, research and academic organizations) <p><i>Note: While producers are included under MSMEs under indicators 4.5.2-30 and 4.5.2-37, only count them under the Producers and not the Private Sector Firms disaggregate to avoid double-counting. While private sector firms are considered part of civil society more broadly, only count them under the Private Sector Firms and not the Civil Society disaggregate to avoid double-counting.</i></p>
Duration:	New: A type of individual that is receiving training for the first time for FY reported. <i>Continuing: All individual who have been reported in previous measurement.</i>
Sex:	Male, Female
Ethnicity:	Self-identified.
Locality:	Country, Municipality.
Justification & Management Utility:	Measures enhanced human capacity for increased agriculture productivity, improved food security, policy formulation and/or implementation which is key to transformational development.
PLAN FOR DATA ACQUISITION	
Data collection method:	Community trainers will register attendance at each farmer training event they offer. They will submit individual attendance through the Taroworks data collection system and supervisors will approve the data. Written attendance forms will backstop the technological data collection process.
Data Source:	Attendance lists by training session
Method of data acquisition by USAID:	Through annual reports.
Frequency and timing of data acquisition:	Following each training
Estimated cost of data acquisition:	Low.
Individual(s) responsible at USAID:	Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office.

Individual(s) responsible for providing data to USAID: Community trainers and supervisors collect the raw data during the project. The Project M&E manager and Program Director are responsible for providing data to USAID.			
Location of Data Storage: Data will be stored in a SalesForce database platform with backup to the cloud FTFMS and TraiNet system by USAID.			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: September 2016, during mid-term performance evaluation			
Known Data Limitations and Significance (if any): Farmers may not have proper identification or may be unable to sign their names.			
Actions Taken or Planned to Address Data Limitations: The project will accept fingerprint or X signatures for illiterate beneficiaries.			
Date of Future Data Quality Assessments: December 2017			
Procedures for Future Data Quality Assessments:			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Data will be maintained in a database to track repeat attendance and ensure no double counting of individuals. An analysis of attendance and attrition rates will provide insights into performance management of community trainers.			
Presentation of Data: Charts (Histogram, Scatter, Stacked), and tables of frequency with the values of the categories of disaggregation required			
Review of Data: The Program Director will analyze the data from monthly progress reports in coordination with the M&E Manager in order to make decisions for project implementation.			
Reporting of Data: Quarterly and Annual Reports if there are data. The mid-term review and the final evaluation			
OTHER NOTES			
Notes on Baselines/Targets: Baseline is zero. Targets are not cumulative and are set by FY, to avoid data confusion with TrainNet system and FTFMS. Data will be disaggregated to avoid double-counting.			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	4,000		For FY 2015 the project expects to work with 4000 farmers: 2,000 smallholder coffee farmer in Nicaragua and 2,000 in El Salvador, as first cohort taking into account the capacity of the project budget and the presence of other development projects.
2016	6,000		For FY 2016 the project will continue working with the first cohort, and we will begin to work with 2,000 farmers of the second cohort.
2017	2,000		For FY 2017 the project will continue working with 2,000 smallholder coffee farmer in Nicaragua.
2018	2,000		Same as above.
THIS SHEET LAST UPDATED ON: October 20, 2014			

Performance Indicator Reference Sheet PIRS-No 12	
Name of Strategic Objective:	Economic Freedom: Open, Diversified Expanding Economies
Name of Intermediate Result:	Enhanced Food Security Through Regional Market Integration
Project Component (or Objective, etc.):	Coffee farmers more resilient and included in the coffee market system.
Project Sub-component (or Sub-activity, etc.):	Productive capacity of smallholder farmers enhanced.
Name of Indicator:	Number of local employers recruited to employ community trainers in training provision in target areas (Custom)
Is this an Annual Report indicator?	No. Advances toward this indicator will be reported during the mid-term evaluation.
DESCRIPTION	
Precise Definition(s):	The number of local employers with which a TechnoServe manager has met at least once to discuss providing services in coffee productivity by employing former community trainers with the project.
Unit of Measure:	Number (Individual)
Disaggregated by:	Locality: country and city.
Justification & Management Utility:	Long-term provision of capacity building can indicate the sustainability of the intervention by encouraging the beneficiaries to take responsibility to keep the changes after that the project financing have completed. The indicator will measure the project's efforts towards building local demand among private firms for employees trained in coffee capacity building.
PLAN FOR DATA ACQUISITION	
Data collection method:	M&E manager will collect the data following each meeting with a local firm.
Data Source:	Evidence of meeting, such as signed attendance sheet or a memo.
Method of data acquisition by USAID:	Through annual reports if there are data. The mid-term review and the final evaluation.
Frequency and timing of data acquisition:	Periodically, following each meeting.
Estimated cost of data acquisition:	Low
Individual(s) responsible at USAID:	Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office
Individual(s) responsible for providing data to USAID:	The Project M&E manager and Program Director are responsible for providing data to USAID.
Location of Data Storage:	A spreadsheet of the local firms and frequency of meetings, with backup to the cloud. FTFMS by USAID.
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment:	September 2016, during mid-term performance evaluation
Known Data Limitations and Significance (if any):	There are not known data limitations
Actions Taken or Planned to Address Data Limitations:	Non applicable
Date of Future Data Quality Assessments:	December 2017
Procedures for Future Data Quality Assessments:	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
Data Analysis:	Data will be maintained in a spreadsheet to track follow-up meetings and ensure no double counting of firms.
Presentation of Data:	A table of firms contacted.
Review of Data:	The Program Director will analyze the data from monthly progress reports in coordination with the M&E Manager in order to make decisions for project implementation.
Reporting of Data:	The mid-term review and the final evaluation
OTHER NOTES	
Notes on Baselines/Targets:	Baseline is zero. Targets are not cumulative. We have defined a conservative target taking into account the capacity of coffee farmers and knowledge accumulated of TechnoServe on the dynamics created between community trainers and farmers during the implementation of technical assistance projects in the rural sector.

Other Notes:			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	0		
2016	7		Target for this indicator has relation with indicator 6, and is set based on the assumption that at least one employer will express interest in hiring local capacity builders but will fail to follow through with their commitment to doing so.
2017	0		
2018	4		Target for this indicator has relation with indicator 6, and is set based on the assumption that at least one employer will express interest in hiring local capacity builders but will fail to follow through with their commitment to doing so.
THIS SHEET LAST UPDATED ON: October 20, 2014			

Performance Indicator Reference Sheet PIRS-No 13	
Name of Strategic Objective:	Economic Freedom: Open, Diversified Expanding Economies
Name of Intermediate Result:	Enhanced Food Security Through Regional Market Integration
Project Component (or Objective, etc.):	Coffee farmers more resilient and included in the coffee market system.
Project Sub-component (or Sub-activity, etc.):	Coffee farmer access to appropriate inputs increased.
Name of Indicator:	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance (RiA) (WOG)⁵
Is this an Annual Report indicator?	Yes
DESCRIPTION	
Precise Definition(s):	Total number of private enterprises, producers' associations, cooperatives, producers organizations, fishing associations, 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 related to food security 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" should only include those organizations for which implementing partners have made a targeted effort to build their capacity or enhance their organizational functions.
	In the case of training or assistance to farmer's association or cooperatives, individual farmers are not counted separately, but as one entity.
Unit of Measure:	Number (Individual)
Disaggregated by:	Type of organization: See indicator title for principal types New: the entity is receiving USG assistance for the first time during the reporting year Continuing the entity received USG assistance in the previous year and continues to receive it in the reporting year
Justification & Management Utility:	Tracks civil society capacity building that is essential to building agricultural sector productivity.
PLAN FOR DATA ACQUISITION	
Data collection method:	The number of private enterprises that receive assistance can be registered by M&E Manager, during the implementation of project, observing and registering on a spreadsheet the information about principal types of beneficiaries.
Data Source:	Evidence of meeting, such as signed attendance sheet or a memo.
Method of data acquisition by USAID:	Through annual reports.
Frequency and timing of data acquisition:	Following each meeting
Estimated cost of data acquisition:	Low
Individual(s) responsible at USAID:	Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office
Individual(s) responsible for providing data to USAID:	The M&E manager and Program Director is responsible for providing data to USAID.
Location of Data Storage:	Data will be stored in a Salesforce database platform with backup to the cloud FTFMS by USAID.
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment:	September 2016, during mid-term performance evaluation
Known Data Limitations and Significance (if any):	There are not known data limitations
Actions Taken or Planned to Address Data Limitations:	Non applicable
Date of Future Data Quality Assessments:	December 2017
Procedures for Future Data Quality Assessments:	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	

⁵ (4.5.2-11 FTF Standard)

Data Analysis: The M&E manager will analyze the types of services provided through the indicator to identify additional areas of intervention.			
Presentation of Data: A table of businesses supported.			
Review of Data: The Program Director will analyze the data from monthly progress reports in coordination with the M&E Manager in order to make decisions for project implementation.			
Reporting of Data: Quarterly and Annual Reports if there are data. The mid-term review and the final evaluation			
OTHER NOTES			
Notes on Baselines/Targets: Baseline is zero. Targets are cumulative because they include a disaggregation of new and continuing beneficiaries as indicated by the FTF Guide. The target aggregates the number of input suppliers we plan on supporting (6) to sell appropriate inputs and the number of private enterprises, producer organizations, women's groups, trade and business associations, and CBOs supported in both countries (8).			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	10		During FY 2015, the project will conduct soil analyses at demonstration plots, and train a minimum of 6 input suppliers to sell appropriate fertilizer mixes. We will also work with at least 4 additional producer organizations to help them provide added value for smallholder farmers.
2016	14		In FY 2016, we will continue supporting the 10 entities we assisted in 2015, but will include four additional organizations to support.
2017	14		Same as above
2018			
THIS SHEET LAST UPDATED ON: October 20, 2014			

Performance Indicator Reference Sheet PIRS-No 14	
Name of Strategic Objective:	Economic Freedom: Open, Diversified Expanding Economies
Name of Intermediate Result:	Enhanced Food Security Through Regional Market Integration
Project Component (or Objective, etc.):	Coffee farmers more resilient and included in the coffee market system.
Project Sub-component (or Sub-activity, etc.):	Coffee farmer access to appropriate inputs increased.
Name of Indicator:	Percent of farmers scoring 75% or higher on a financial literacy aptitude test (Custom)
Is this an Annual Report indicator?	No. Data will be measured after the financial training module.
DESCRIPTION	
Precise Definition(s):	The ratio of farmers out of all project beneficiaries that obtain a score of 75% or higher on a financial literacy aptitude test. The test will be administered following presentation of the financial literacy training module. The test will contain a minimum of 4 and maximum of 10 questions, preferably developed and validated by a local financial education organization.
Unit of Measure:	Percent. Please enter these two data points: 1. Numerator: the total number of farmers scoring 75% or higher on a financial literacy aptitude test 2. Denominator: the total number of farmers who took the test (i.e. present during the financial training module and willing to participate in the post-module exam).
Disaggregated by:	Sex: Male, Female Ethnicity: Self-identified. Locality: country and city.
Justification & Management Utility:	One reason smallholder farmers cannot obtain financing is because they are unfamiliar with financial products and institutions, and are uninformed about good financial management practices. This indicator will track the project's success at improving the financial knowledge of farmers, making them more savvy and attractive financial consumers.
PLAN FOR DATA ACQUISITION	
Data collection method:	Collected by Community trainers and supervisors in a post-module exam.
Data Source:	Exam results.
Method of data acquisition by USAID:	Through annual reports if there are data.
Frequency and timing of data acquisition:	Following the financial literacy training module (administered in phase 1 and 2 of project rollout)
Estimated cost of data acquisition:	Moderate. This data will require developing and piloting a financial literacy exam which is tailored to the needs and abilities of the smallholder farmer beneficiaries.
Individual(s) responsible at USAID:	Rafael Cuéllar, Agreement Officer Representative, Economic Growth Office
Individual(s) responsible for providing data to USAID:	Community trainers and supervisors collect the raw data. The Project M&E manager and Program Director are responsible for providing data to USAID.
Location of Data Storage:	Data will be stored in a Salesforce database platform with backup to the cloud FTFMS by USAID.
DATA QUALITY ISSUES	
Date of Initial Data Quality Assessment:	September 2016, during mid-term performance evaluation
Known Data Limitations and Significance (if any):	The project's target beneficiaries typically have 5-8 years of formal education. They are uncomfortable taking exams, which may discourage their participation in future training modules.
Actions Taken or Planned to Address Data Limitations:	The exams will need to be developed with the farmers' capacity and comfort in mind. The exams will de-emphasize "right" or "wrong" answers in favor of self-assessments of learning. The exams will be piloted in order to assess the comfort of the test-takers, and more participatory learning assessment tools will be selected if a traditional test form is found inappropriate.
Date of Future Data Quality Assessments:	December 2017
Procedures for Future Data Quality Assessments:	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
Data Analysis:	The number of farmers with scores over 75% will be compared to the total number of farmers who

take the test. The results will be analyzed across attendance rates, educational levels, and other interesting disaggregations to identify trends.			
Presentation of Data: Charts, and tables of frequency with the values of the categories of disaggregation required			
Review of Data: The Program Director will analyze the data from in coordination with the M&E Manager to determine if the project is on track towards its targets and to make decisions about program implementation.			
Reporting of Data: The mid-term review and the final evaluation			
OTHER NOTES			
Notes on Baselines/Targets: Baseline is zero.			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Fiscal Year	Target	Actual	Notes (Explain how targets are set)
2015	0		N/A
2016	75%		This target represents the first cohort of farmer beneficiaries who receive the financial literacy module.
2017	0		
2018	80%		This target represents the second cohort of farmer beneficiaries who receive the financial literacy module. We expect to improve our training and assessment tools with the second cohort, which will improve our achievement rates.
THIS SHEET LAST UPDATED ON: October 20, 2014			

IX. Annex I: Project's Logical Framework

Más Café Planning Matrix			
Narrative	Indicators	Means of Verification	Assumption
Super-goal: Sustainably reduce poverty and hunger		Not measured at the project level	
Goal: Improved farm sales among more than 6,000 small-holder coffee farmers (minimum 25% women) in El Salvador and Nicaragua	1. Value of incremental sales (collected at farm-level) attributed to FTF implementation (RiA)	Farmer surveys (baseline and after every harvest), compared to control group.	Increased financial benefits will be used to invest in improved livelihoods (education, health, nutrition, etc.) and reinvested in the farm/business. Prices stay or increase. Revenue increase will be driven by 25% productivity increase. No major weather phenomena impacting productivity
	2. Percent change in coffee yields		
	3. Value of Agriculture and Rural loans	Reports from partner lenders.	
	4. Percent of farmers seeking loans who obtain them with project assistance.		
Outcome: Coffee farmers more resilient and included in the coffee market system	5. Number of farmers and others who have applied improved technologies or management practices as a result of USG assistance	Farmer best practice adoption surveys conducted at baseline and once a year.	Those farmers who don't have collateral willing to sign sales contracts with formal buyers to facilitate loans Farmers have access to reasonably priced inputs
	6. Number of community trainers who continue working post-project to increase capacity in the coffee sector		
	7. Percent change of farmers with established coffee sales agreements.	Community trainer surveys.	
	8. Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations and community-based organizations (CBOs) that applied improved technologies or management practices as a result of USG assistance	Records of association of farmers. Signed MOUS and Memo.	

	9. Number of agreements with locally operating firms to facilitate financing for smallholder coffee farmers.		
	10. Number of public-private partnerships formed as a result of FTF assistance.		
Outputs:			
Productive capacity of smallholder farmers enhanced. Training geared to help farmers overcome leaf rust and improve productivity.	11. Number of individuals who have received USG supported short-term agricultural sector productivity or food security training.	Training participation lists; written communication from local employers	A main reason why farmers have low yields, have been affected so much by leaf rust, and do not use environmentally sustainable practices is that they do not have sufficient technical know-how or A2F to implement Local employers will recognize market incentives related to hiring CTs
	12. Number of local employers recruited to employ CTs in training provision in target areas.	Participation lists	
Coffee farmer access to appropriate inputs increased. Facilitating access to appropriate inputs will require facilitating finance in some cases. To strengthen capacity sustainably, suggested approach is to do so via coffee institutions (not government)	13. Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance.	Signed partnership MOUs Attendance sheets	
	14. Percent of farmers scoring 75% or higher on a financial literacy aptitude test.		
Activities			
Productive Capacity of Smallholder farmers enhanced <ol style="list-style-type: none"> 1. Conduct producer gender analyses to integrate into project implementation practices that will fully integrate female participation in trainings, ensure percentage of farmer trainers are women, promote gender mainstreaming. 2. Conduct gender sensitivity training for staff. 3. Recruit and select coffee producer organizations (including associations, cooperatives, and exporters) through which we can select farmers. 4. Recruit, select, and train technical supervisors and community trainers, who then recruit farmers. 5. Share training curricula with leading coffee organizations. 6. Conduct training, measure adoption 			

7. Establish demonstration plots with coffee farmer beneficiaries
- 8. Coordinate with market system players including lenders, farm input retailers, cooperatives, exporters to link community trainers to paid employment so they can continue providing training in areas after project funding for their salaries ends.**
9. Coordinate with local institutions to conduct research on appropriate varieties to recommend.
10. Establish pilot program to certify farms and nurseries as reliable sources of genetic material.
11. Ensure environmental compliance, in support of USAID's Regulation 216

Coffee farmer access to appropriate inputs increased

12. Coordinate with government programs, national coffee associations, and other development efforts to help farmers source fertilizer and inputs.
13. For farmers who do not have sufficient collateral, facilitate purchase agreements between farmers and formal buyers, then use contracts to facilitate financing.
14. Train cooperatives and institutions to facilitate lending for member farmers, and to train their members to evaluate lending options and manage their loans. This may be a key way of adding value for potential lenders.
15. Coach local institutions to develop financial products with lenders that facilitate access to finance for smallholder farmers.
16. Conduct soil analyses regionally to determine soil needs, and train agriculture inputs suppliers to sell / market appropriate inputs.

Project decision-making enhanced by effective monitoring and evaluation learning system

17. Conduct baseline, periodic evaluations to determine adoption, challenges, problems, etc.
18. Develop M&E system
19. Establish flowchart, then tweak during project implementation.
20. Periodically share information gleaned from baseline and from M&E with key stakeholders including USAID, participating men and women farmers, producer cooperatives, lenders, input companies, associations, government, other development projects, etc.