

PERFORMANCE MEASUREMENT FRAMEWORK

FOR IMPROVING PRODUCTIVITY & MARKET SUCCESS OF ETHIOPIAN FARMERS

Result Expectations	Performance Indicators	Data Sources	Methods & Techniques of Data Collection	Frequency of Data Collection	Roles and Responsibility	
<p>Impact:</p> <p>Improved agricultural productivity and production within functional market-oriented agricultural production systems in and beyond the PLWs</p> <p><i>On the Right are Possible Performance Indicators for Post-Project Impact Assessment by External Evaluators:</i></p>	<p>[Baseline; End-of-Project (EoP) targets; Fiscal Year (FY) targets; Six-month targets]</p>	<p>(individuals or organizations from which the data is obtained)</p>	<p>(what methods & techniques will be used to collect data)</p>	<p>(how often does data have to be collected for management & reporting purposes)</p>	<p>C – who collects data A – who analyzes data R – who reports on analyses D – who makes decisions if decisions are required</p>	
						1. % of cultivated area under cash crops.
						2. % increase in volume of each priority commodity, crop and/or livestock, which is sold.
						3. % increase in volume of produce moving outside of the 10 PLWs and/or Woredas.
						4. % increase of women’s share of commercial sales within households and/or communities.
						5. Presence of soil and water conservation measures adopted by households.
						6. % of crops grown with commercial varieties.
						7. Presence of a reduction in risky behavior with respect to HIV/AIDS.
						8. % increase in yield per hectare or milk per unit produced.
						9. % increase of women in valued- added activities involving priority commodities.
						10. Extent to which gender, HIV/AIDS and environment are integrated into the DAs’ activities and/or Annual Work Plans.

<p>Outcome # 1:</p> <p>Functional agricultural knowledge management system operationalized at Woreda & Federal levels, highlighting innovations and appropriate technologies.</p>	<p>1. Extent of utilization of knowledge-based approaches to developing marketable commodities.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>- Communities (of farmers and/or pastoralists in PLWs. The same structure as used in the baseline survey will be used to establish group interviews)</p>	<p>- Group Interviews</p>	<p>- Project Year (PY) 3</p> <p>- PY 5 (before Project completion)</p>	<p>- Under the management of the IPMS Performance Measurement Officer (PMO), PM Assistants (PMAs) prepare data collection instruments in collaboration with RDOs, RDAs, and FAs. PMAs, under the PMO, will be responsible for the collection, analyzes and reports on data collected.</p> <p>- IPMS management and/or Steering Committee (SC) make decisions as required.</p>
	<p>2. Frequency of information exchange among Stakeholder institutions and organizations (including the private sector) at Woreda, Regional & Federal levels.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>- Woreda level: OoARD, WALC, & NGOs</p> <p>- Regional level: BoARD & RALC Chairperson</p> <p>- Federal level: NALC</p> <p>- Private sector</p>	<p>- Interviews</p>	<p>- PY 3</p> <p>- PY 5</p>	<p>- PMAs (PMAs will supervise and participate in data collection, analyzes and reports on data collected)</p>

	<p>3. Usefulness of information received by farmers, institutions and organizations.</p> <p>Baseline: Targets: EoP & FYs</p>	<ul style="list-style-type: none"> - Communities - Woreda level: OoARD & NGOs - Regional level: BoARD & RALC Chairperson - Federal level: NALC & MoARD 	<ul style="list-style-type: none"> - Group Interviews - Interviews <p><i>(Interview questions need to define “usefulness”)</i></p>	<ul style="list-style-type: none"> - PY 3 - PY 5 	<ul style="list-style-type: none"> - PMAs
<p>Outputs that contribute primarily to Outcome #1.</p> <p>Output # 1.1:</p> <p>Increased understanding and awareness of the knowledge requirements for managing the new commodities of farming systems in the PLWs.</p>	<p>1. Number of new types of inquiries by women and men farmers about different options for production and marketing of the new commodities.</p> <p>Baseline: Targets: EoP & FYs</p>	<ul style="list-style-type: none"> - Communities - DAs 	<ul style="list-style-type: none"> - Group interviews - Interviews (and possible review of records or activity logs) 	<ul style="list-style-type: none"> - Annually, beginning in PY 2. 	<ul style="list-style-type: none"> - PMAs
	<p>2. Frequency of interface between Woreda OARD, Regional BoARD, MoARD, Regional & National Agriculture Research Institutions (RARIs and NARIs) & private sector.</p> <p>Baseline: Targets: EoP & FYs</p>	<ul style="list-style-type: none"> - Office of Agriculture and Rural Development (OoARD) at Woreda level - Regional BoARD - Federal MoARD -Regional & National Agriculture Research Institutions (RARIs and NARIs) -Private sector 	<ul style="list-style-type: none"> - Interviews and/or document review for all data sources 	<ul style="list-style-type: none"> - Annually, beginning in PY 2. 	<ul style="list-style-type: none"> - PMAs

Output # 1.2: Increased availability of knowledge in various forms.	1. Number of knowledge assets (e.g., best practices, improved varieties and institutional innovations) made available to women and men farmers and to Woreda level organizations. Baseline: Targets: EoP & FYs	- Communities - DAs - Woreda OoARD	- Group Interviews - Interviews and review of documents - Interviews	- Annually, beginning in PY 2.	- PMAs
	2. Presence of ready access points (persons or tools) to information sources. Baseline: Targets: EoP & FYs	- FTCs - OoARD - BoARD or Planning Officer - MoARD - IPMS Office	- Interviews - Interviews - Interviews - Interviews - Review Project records	- Annually, beginning in PY 2.	- PMAs
Output # 1.3: Enhanced knowledge sharing systems established.	1. Extent of dissemination of available knowledge. Baseline: Targets: EoP & FYs	- Communities - Woreda OoARD - Woreda Knowledge Centre (WKC) - DAs	- Group Interviews - Interviews - Interviews - Interviews and review of documents	- Annually, beginning in PY 2.	- PMAs

	<p>2. Frequency of knowledge sharing [e.g., at meetings, farmers' days, FTCs, Communities of Practices, exhibitions, conferences as well as amongst various Stakeholder organizations (e.g., NALCs, RALCs, WALCs and private sector organizations)].</p> <p>Baseline: Targets: EoP & FYs</p>	<ul style="list-style-type: none"> - FTCs - OoARD and/or WALC - BoARD and/or RALC - MoARD and/or NALC - Ethiopian Agricultural Research System (EARS) 	<ul style="list-style-type: none"> - Interview DAs - Interviews - Interviews and/or review records of WALC & RALC meetings - Interviews - Interviews and/or surveys 	<ul style="list-style-type: none"> - Annually, beginning in PY 2. 	<ul style="list-style-type: none"> - PMAs
<p>Output # 1.4:</p> <p>National Agricultural Information Resource Centre (NAIRC) established & operationalized within MoARD.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>1. Presence of a central repository of information on priority commodities that is easily accessible by Stakeholders.</p> <p>Baseline: Targets: EoP & FYs</p>	<ul style="list-style-type: none"> - MoARD - BoARD - OoARD 	<ul style="list-style-type: none"> - Interviews and/or physical inspection - Interviews and/or physical inspection - Interviews and/or physical inspection 	<ul style="list-style-type: none"> PY 3 PY 5 	<ul style="list-style-type: none"> - PMAs

	<p>2. Extent to which information available on priority commodities addresses issues of technology, extension services, credit information & services, marketing, & input supply.</p> <p>Baseline: Targets: EoP & FYs</p>	<ul style="list-style-type: none"> - MoARD - BoARD - OoARD 	<ul style="list-style-type: none"> - Interviews - Interviews - Interviews 	<p>PY 3</p> <p>PY 5</p>	- PMAs
<p>Output # 1.5:</p> <p>ICT networks and infrastructure established & operationalized.</p>	<p>1. Presence of ICT network & infrastructure established and operationalized at different levels.</p> <p>Baseline: Targets: EoP & FYs</p>	<ul style="list-style-type: none"> - MoARD - BoARD - OoARD - IPMS Office 	<ul style="list-style-type: none"> - Interviews for all levels - Document reviews for all levels - Physical inspection for all levels - Document reviews 	<p>- PY 3</p> <p>- PY 5</p>	- PMAs
	<p>2. Extent to which Woreda office personnel, women and men, are able to search for desired information at the NAIRC and from other relevant sources.</p> <p>Baseline: Targets: EoP & FYs</p>	<ul style="list-style-type: none"> - MoARD - BoARD - OoARD - WKC 	<ul style="list-style-type: none"> - Interviews for all levels - Document reviews for all levels - Physical inspection for all levels 	<p>- PY 3</p> <p>- PY 5</p>	- PMAs

Outcome # 2: Strengthened innovation capacity of farmers, pastoralists, community-based and private sector organizations, and agriculture and natural resource management public organizations to support the development of small-holder, market-oriented agricultural production systems.	1. Extent of coordination, linkages, activities and/or communications between actors. Baseline: Targets: EoP & FYs	- OoARD - IPMS Office - CBOs - Private sector organizations - EARS - NGOs	- Interviews and/or review reports - Review 6 month activity reports - Interviews - Interviews - Review reports - Interviews	- PY 3 - PY 5	- PMAs
	2. Level of responsiveness of the extension system, including FTCs, to the needs of women and men farmers. Baseline: Targets: EoP & FYs	- Communities - DAs - OoARD	- Group Interviews - Interviews & review Annual Work Plans - Interviews & review planning documents and reports	- PY 3 - PY 5	- PMAs
	3. Level of satisfaction of women and men farmers with the technical & institutional support they receive. Baseline: Targets: EoP & FYs	- Communities	- Group Interviews	- PY 3 - PY 5	- PMAs

<p>Outputs that contribute primarily to Outcome #2.</p> <p>Output # 2.1:</p> <p>Increased knowledge, awareness, understanding and skills of staff in public organizations, in the Ministry, and in Research & Educational institutions (including possible post-graduate candidates) to enhance their capacity to better respond to the needs of farmers (training in specific technical and social subjects such as: environmental studies, gender equality, HIV / AIDS, information and communication sciences, innovative extension, agronomy, marketing, and crops and animal production).</p>	<p>1. Extent to which training courses incorporate participatory technology development skills, dissemination methods and cross-cutting themes of gender equality, environment and HIV/AIDS.</p> <p>Baseline: Targets: EoP & FYs</p>	<ul style="list-style-type: none"> - TVETs instructors who were trained by the IPMS Project and who are now teaching. - DAs 	<ul style="list-style-type: none"> - Group and/or individual interviews - Interviews 	<ul style="list-style-type: none"> - Annually, beginning in PY 3. 	<ul style="list-style-type: none"> - PMAs
	<p>2. Extent to which staff in public organizations incorporate innovative methods in the provision of services to women and men farmers.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>Staff, men and women, in public organizations, such as:</p> <ul style="list-style-type: none"> - OoARD - BoARD - MoARD - NARI (EARS) - DAs (TVET) - IPMS Office 	<ul style="list-style-type: none"> - Interviews and/or review of Work Plans and reports of public organizations. 	<ul style="list-style-type: none"> - Annually, beginning in PY 3. 	<ul style="list-style-type: none"> - PMAs

	<p>3. Level of satisfaction of women and men farmers & pastoralists with the services delivered to them by CBOs, public & private sector organizations.</p> <p>Baseline: Targets: EoP & FYs</p>	- Communities	- Group Interviews	- Annually, beginning in PY 3.	- PMAs
<p>Output #2.2:</p> <p>Increased knowledge, awareness, understanding and skills of women and men farmers, pastoralists, and staff from Community-Based Organizations (CBOs) and from private-sector organizations serving the PLWs.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>1. Level of awareness, knowledge and skills of farmers and pastoralists on specific technical and social subjects.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>- Communities</p> <p>- CBOs</p> <p>- Private sector organizations</p>	<p>- Group Interviews</p> <p>- Interviews</p> <p>- Interviews</p>	- Annually, beginning in PY 3.	- PMAs

Output # 2.3: Collaborative network arrangements between farmers, pastoralists, CBOs, public and private sector organizations developed to better respond to market demands on the use of demand-driven agricultural technologies and services.	1. Presence of functional institutional arrangements that promote collaboration and coordination amongst various actors. Baseline: Targets: EoP & FYs	Heads of Bureaus and Sector Experts at: - OoARD - BoARD - MoARD - IPMS Office	- Interviews at the Woreda, Regional and Federal levels. - Review of planning documents - Review reports	- Annually, beginning in PY2.	- PMAs
	2. Extent to which these functional institutional arrangements promote collaboration and coordination amongst various actors in order to respond to and learn from market-oriented agricultural development. Baseline: Targets: EoP & FYs	- OoARD - BoARD - MoARD - Private sector organizations - RARIs	- Document reviews focusing on, e.g., shared plans and activities - Interviews - Interviews & review documents	- Annually, beginning in PY2.	- PMAs

Outcome # 3: Appropriate technologies, innovative input supply – output marketing, and financial services adopted in order to improve agricultural productivity and market success in the PLWs.	1. Level of farmers' adoption of technologies (products, methods and processes). Baseline: Targets: EoP & FYs	- Communities - OoARD - PA Administration including DAs	- Group Interviews - Interviews & review reports - Interviews	- PY 3 - PY 5	- PMAs
	2. Number of institutions providing innovative new agricultural support systems (e.g., extension, input supply, credit and marketing) Baseline: Targets: EoP & FYs	- Communities - OoARD - PA Administration including DAs	- Group Interviews - Interviews & review reports - Interviews	- PY 3 - PY 5	- PMAs
	3. Extent to which technologies are sensitive to gender, HIV/AIDS, environment and sustainability issues. Baseline: Targets: EoP & FYs	- Communities - OoARD - PA Administration including DAs	- Group Interviews - Interviews & review reports - Interviews	- PY 3 - PY 5	- PMAs

<p>Outputs that contribute primarily to Outcome #3.</p> <p>Output # 3.1:</p> <p>Ten PLWs established in four (4) regions that are strategically linked to the priorities of the Woreda & Regional Development Plans.</p>	<p>1. Ten PLWs with analyses or diagnoses and Annual Work Plans completed.</p> <p>Baseline: 0 PLWs Targets: EoP-10 & FYs</p>	<p>- IPMS Office</p>	<p>- Review completed Annual Work Plans</p>	<p>Annually, beginning in PY 2.</p>	<p>- PMAs</p>
	<p>2. Extent to which PLWs' Annual Work Plans are integrated with the priorities of the Woreda and Regional Development Plans.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>- WALC Chairperson - RALC Chairperson - NALC Chairperson - IPMS office</p>	<p>- Interviews and review Annual Work Plans of WALC, RALC & NALC - Review completed Annual Work Plans</p>	<p>Annually, beginning in PY 2.</p>	<p>- PMAs</p>
<p>Output # 3.2:</p> <p>Appropriate technologies, processes and institutional innovations identified & promoted.</p>	<p>1. Number of appropriate technologies and processes identified & promoted.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>- IPMS office</p>	<p>- Document review</p>	<p>- Annually, beginning in PY3.</p>	<p>- PMAs</p>
	<p>2. Number of institutional innovations identified & promoted (e.g., extension, input supply, credit, marketing)</p> <p>Baseline: Targets: EoP & FYs</p>	<p>- IPMS office</p>	<p>- Document review</p>	<p>- Annually, beginning in PY3.</p>	<p>- PMAs</p>

<p>Outcome # 4:</p> <p>Strategies, policy & technology options, and institutional innovations developed (from both research and lessons learned), documented and promoted in order to enhance market-oriented agricultural development.</p>	<p>1. Number of priority commodities for which technology options are developed, documented and promoted.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>- IPMS Office</p> <p>- Woreda OoARD</p> <p>- BoARD</p>	<p>- Review Project documents and reports to capture scaling-up and out.</p> <p>- Interviews</p> <p>- Interviews</p>	<p>- PY 3</p> <p>- PY 5</p>	<p>- PMAs</p>
	<p>2. Number of strategies, policy options and institutional innovations for knowledge management, capacity building, input/output marketing or services, developed, documented and promoted for market-oriented agricultural development.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>- IPMS Office</p> <p>- Woreda OoARD</p> <p>- BoARD</p> <p>- MoARD</p> <p>- EARS</p>	<p>- Review Project documents and reports to capture scaling-up and out.</p> <p>- Interviews</p> <p>- Interviews</p> <p>- Interviews</p> <p>- Interviews</p>	<p>- PY 3</p> <p>- PY 5</p>	<p>- PMAs</p>

	<p>3. Number of all kinds of publications, media coverage or other outlets that promote IPMS strategies, policies & technology options, and institutional innovations.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>- IPMS Office</p>	<p>- Review Project documents, studies and reports</p>	<p>- PY 3 - PY 5</p>	<p>- PMAs</p>
	<p>4. Extent to which IPMS publications are found relevant to Stakeholders.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>- IPMS Office</p> <p>- Woreda OoARD</p> <p>- BoARD</p> <p>- MoARD</p> <p>- EARS</p>	<p>- Review Project documents and reports</p> <p>- Interviews</p> <p>- Interviews</p> <p>- Interviews</p> <p>-Interviews</p>	<p>- PY 3 - PY 5</p>	<p>- PMAs</p>

<p>Outputs that contribute primarily to Outcome #4.</p> <p>Output # 4.1:</p> <p>Approaches, methods, tools and processes for knowledge management developed, documented and promoted.</p>	<p>1. Number of completed studies on approaches, methods, tools and processes for knowledge management.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>- IPMS office</p>	<p>- Review Project documents, studies and reports</p>	<p>-Annually, beginning in PY 2.</p>	<p>- PMAs</p>
	<p>2. Number of promotional events on knowledge management.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>- IPMS office</p>	<p>- Review Project documents, studies and reports</p>	<p>- Annually, beginning in PY 2.</p>	<p>- PMAs</p>
	<p>3. Extent to which approaches, methods, tools and processes for knowledge management are relevant to Stakeholders.</p> <p>Baseline: Targets: EoP & FYs</p>	<p>- Communities - OoARD - RARIs - MoARD - EIAR - Private sector - IPMS office</p>	<p>- Group Interviews - Interviews & review documents - Interviews & review documents - Interviews & review documents - Interviews & review documents - Interviews - Review Project documents, studies and reports</p>	<p>- Annually, beginning in PY 2.</p>	<p>- PMAs</p>

Output # 4.2: Approaches, methods, tools and processes for capacity building developed, documented and promoted.	1. Number of completed studies on approaches, methods, tools and processes for capacity building. Baseline: Targets: EoP & FYs	- IPMS office	- Review Project documents, studies and reports	- Annually, beginning in PY 2.	- PMAs
	2. Number of promotional events on capacity building. Baseline: Targets: EoP & FYs	- IPMS office	- Review Project documents, studies and reports	- Annually, beginning in PY 2.	- PMAs
	3. Extent to which approaches, methods, tools and processes for capacity building are relevant to Stakeholders. Baseline: Targets: EoP & FYs	- Communities - PA including DAs - OoARD - Private sector - BoARD - MoARD - IPMS office	- Group Interviews - Interviews & review documents - Interviews - Interviews - Interviews - Interviews - Review Project documents, studies and reports	- Annually, beginning in PY 2.	- PMAs

Output #4.3: Approaches, methods and processes for market-oriented priority commodities including technologies and institutional arrangements developed, documented and promoted.	1. Number of completed studies on selected priority commodities. Baseline: Targets: EoP & FYs	1. IPMS office	- Review Project documents, studies and reports	-Annually, beginning in PY 2.	- PMAs
	2. Number of promotional events on priority commodities. Baseline: Targets: EoP & FYs	- IPMS office	- Review Project documents, studies and reports	- Annually, beginning in PY 2.	- PMAs
	3. Extent to which completed studies on priority commodities are characterized for application outside of the PLWs. Baseline: Targets: EoP & FYs	- IPMS office - OoARD - BoARD	- Review Project documents, studies and reports - Interviews and review reports - Interviews and review reports	- Annually, beginning in PY 2.	- PMAs

Output # 4.4: The inter-relationships between the environment and agricultural productivity and production understood, documented and promoted.	1. Number of completed studies on the inter-relationships between the environment and agricultural productivity and production. Baseline: Targets: EoP & FYs	- IPMS Project	- Review Project documents, studies and reports	- Annually, beginning in PY 2.	- PMAs
	2. Number of promotional events on the environment. Baseline: Targets: EoP & FYs	- IPMS office	- Review Project documents, studies and reports	- Annually, beginning in PY 2.	- PMAs
	3. Extent to which documented agri-ecological relationships are relevant to PLWs, TVETs and to FTCs Baseline: Targets: EoP & FYs	- PA including DAs - OoARD - FTCs - TVETs	- Interviews - Interviews - Interviews with Development Agents at FTCs and review curriculum - Interview TVET Department of Natural Resources Instructors	- Annually, beginning in PY 2.	- PMAs

Output # 4.5: The inter-relationships between gender equality and/or HIV/AIDS and agricultural productivity and production understood, documented and promoted.	1. Number of completed studies on the inter-relationships between gender equality and/or HIV/AIDS and agricultural productivity and production. Baseline: Targets: EoP & FYs	- IPMS office	- Review Project documents, studies and reports	- Annually, beginning in PY 2.	- PMAs
	2. Number of promotional events on gender equality and/or HIV/AIDS. Baseline: Targets: EoP & FYs	- IPMS office	- Review Project documents, studies and reports	- Annually, beginning in PY 2.	- PMAs
	3. Extent to which documented gender equality and/or HIV/AIDS and Woreda or local level agricultural productivity and production relationships are relevant to PLWs and incorporated into the curriculum at TVETs and at FTCs. Baseline: Targets: EoP & FYs	- PA including DAs - OoARD - FTCs - TVETs	- Interviews - Interviews - Interviews with Development Agents at FTCs and review curriculum - Interview TVET Department of Natural Resources Instructors	- Annually, beginning in PY 2.	- PMAs

PMF ABBREVIATIONS:

BoARD	Bureau of Agriculture and Rural Development
CBOs:	Community-based organizations
DAs	Development Agents, of the extension service
EARS	Ethiopian Agriculture Research System
EIAR	Ethiopian Institute of Agricultural Research
EoP	End-of-Project, targets
FAs	Field Assistants
FTCs	Farmers' Training Centres
FY	Fiscal Year (April 1 to March 31), targets
ICT	Information and Communication Technology
IPMS	Improving Productivity and Market Success of Ethiopian Farmers and Pastoralists Project
MoARD	Ministry of Agriculture and Rural Development
NGOs	Non-Governmental Organizations
NAIRC	National Agricultural Information Resource Centre
NALCs	National Advisory and Learning Committee
NARIs	National Agricultural Research Institutes
OoARD	Office of Agriculture and Rural Development at the Woreda level
PLWs	Pilot Learning Woredas
PMA	Performance Measurement Assistants
PMO	Performance Measurement Officer
PY	Project Year
RALCs	Regional Advisory and Learning Committee
RARIs	Regional Agricultural Research Institutes
RDAs	Research and Development Assistants
RDO	Research and Development Officers
SC	Steering Committee, for the IPMS Project
TVETs	Technical and Vocational Education Training Centres
WALC	Woreda Advisory and Learning Committee
WKC	Woreda Knowledge Centre