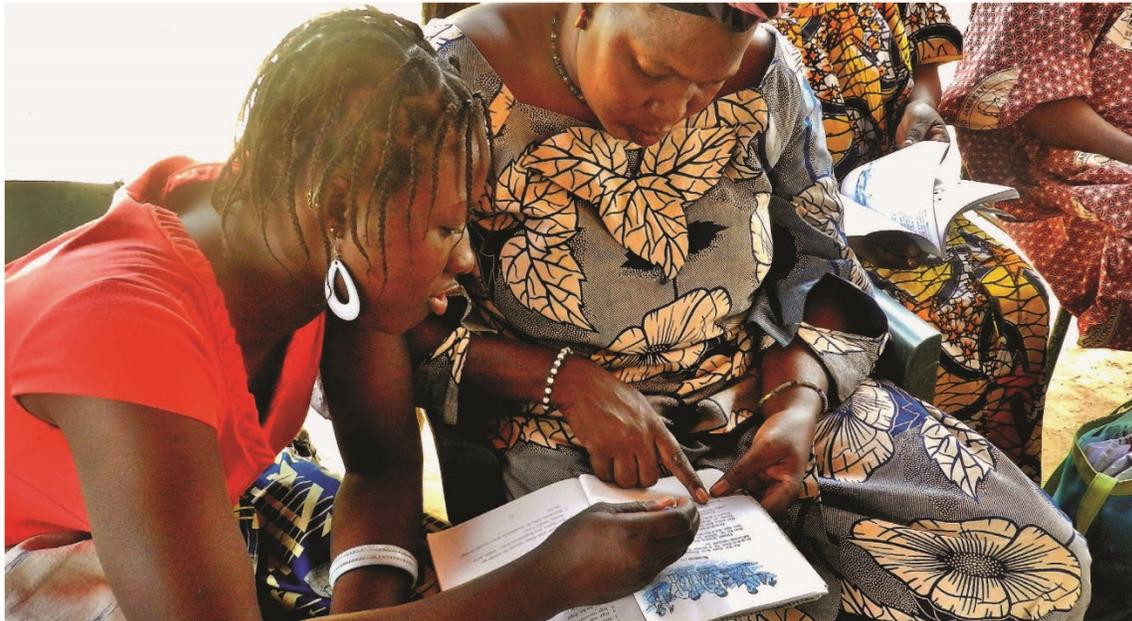




FEED THE FUTURE
The U.S. Government's Global Hunger & Food Security Initiative

PERFORMANCE MONITORING

FACILITATOR'S GUIDE



USAID
FROM THE AMERICAN PEOPLE

This publication was produced for review by the U.S. Agency for International Development (USAID). It was prepared by the Feed the Future Knowledge-Driven Agricultural Development Project (KDAD), Contract Number: AID-OAA-C-13-00137, implemented by Insight Systems Corporation. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of USAID.

August 2016

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H. Materials, Supplies and Checklist

Session Materials

Session Three

- PowerPoint slides

Supplies

Have the following standard office supplies available:

- Pads of paper
- 5 x 7 index cards (different colors)
- Extra Pens
- Mr. Sketch markers (for facilitators and each table)
- Colored felt-tipped pens (for each table)
- Masking tape or painter's tape
- Suction cups for banners
- Paper clips
- Stapler and staples
- Scissors
- Post-It Notes (3x3, different colors)
- Chocolate (a must!!!)

Equipment

- LCD project and screen
- Laptop loaded with course PowerPoint slides
- Internet access
- Speakers
- Remote for LCD projector/PowerPoints and extra batteries
- Microphones (if necessary)
- Flipchart stands and paper (one stand per table plus two stands for facilitators)
- Chimes to ring at breaks
- Camera for photos during session
- Note: Additional laptops are needed for individual sessions (see session list of materials)

Session 3: Selecting Required if Applicable Indicators for Your Activity Results Framework

Session Goal: Apply performance indicators to FTF activities

Learning Objectives:

- Identify performance indicators using the FTF Indicator Handbook
- Select applicable Required-if-Applicable indicators
- Select useful indicators for decision-making and public reporting

Session Length: 105 minutes

Session Materials:

- Session 3 slides

Facilitator Notes:

Time & Facilitator	Content/Activities	Materials
<p>9:00 am (15 min.)</p>	<p>Start of the Day</p> <p>Welcome participants back to the course. Ask for any “overnight thoughts” about the previous day’s material.</p> <p>Share the agenda for the day.</p>  <p>The agenda slide shows a table with columns for Day (Monday to Friday) and rows for Morning and Afternoon. Monday: Understanding FTI Monitoring and Evaluation Framework. Tuesday: Standard Indicators Custom Indicators. Wednesday: Collecting Performance Monitoring Data. Thursday: Verifying Performance Monitoring Data. Friday: Submitting Open Data. Afternoon: Developing Your Activity Theory of Change and Results Framework. Wednesday (continued): Reporting and Using Performance Monitoring Data. Friday: Application Back on the Job.</p>	
<p>9:15 am. (90 min)</p>	<p>Introduction</p> <p>Slide I</p>  <p>The slide features a photograph of four women wearing headscarves, smiling. Below the photo is the text: 'Session 3: Selecting Required if Applicable Indicators for Your Activity Results Framework'. The FEED the FUTURE logo is at the top left.</p> <p>Say: This session covers the Required-if-Applicable (RiA) Feed the Future indicators and the key details of the indicators that are important to remember and often confused. During the session you will identify and apply Required-if-Applicable indicators to the NUTSENAG case study.</p> <p>Ask: What has been your experience identifying and applying the RiA indicators?</p> <p>Ask: What are questions you have about the FTF RiA indicators?</p> <p><i>Flipchart the questions and at the end of the session go back to the flipchart and check off which questions you have covered; either answer or direct participants to where they can get answers to the remaining questions.</i></p>	

Part One: FTF Required-If-Applicable Indicators

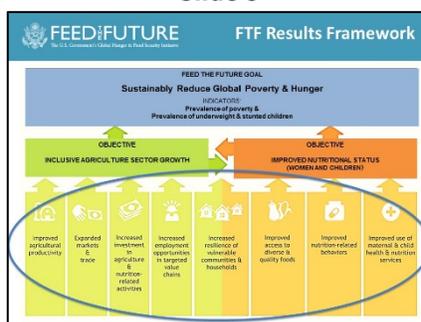
Slide 2



Say: In the first part of this session you will identify which of the FTF Required if Applicable – or RiA – indicators apply given NUTSENAG’s theory of change, RF and approaches in interventions (which formed the basis for your determining its TOC and RF).

First I’m going to give you a brief introduction to the FTF RiA indicators and show you how they relate to FTF’s RF. Building on the work you did in the previous session – cross-walking NUTSENAG’s RF to the FTF RF – you determine which indicators are applicable to NUTSENAG and must be included in the activity M&E plan.

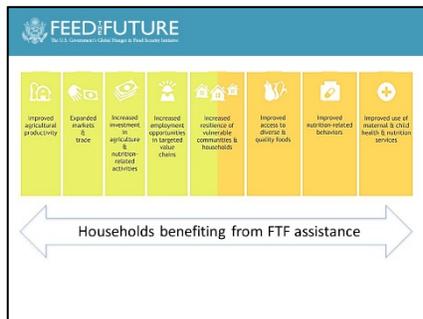
Slide 3



Say: We are going to focus in this session on the intermediate result level of the RF, because that is where all of our activity-level indicators are located. All of our activity-level indicators are now required if applicable because we are using these data in tables and narratives in our progress reports. It is important for us to be able to say that these numbers and the results that we are reporting represent the universe of projects or activities that are implementing activities that contribute to these results.

Households Assisted By FTF Indicator

Slide 4

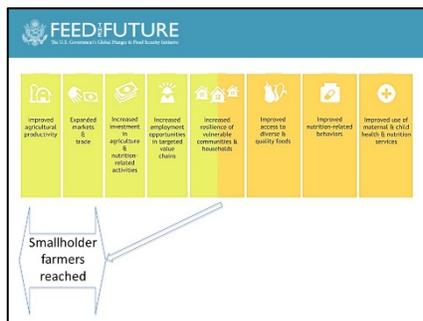


Say: I've taken some liberties with presenting how the indicators are organized in the existing RF, because we do have several that are located under one IR that are applicable across more than just that IR. It is important that you are aware of this as you determine which of our RiA indicators apply to NUTSENAG.

The first set of indicators I'll discuss are ones we use to measure coverage of FTF interventions. The first indicator measures how many households were assisted by FTF, which is defined as households in which at least one direct beneficiary if FTF assistance resides. Clearly, individuals can benefit from FTF assistance in a wide variety of ways, from farmers being trained in good agronomic practices to increase productivity and climate-smart agriculture to increase resilience to climate change, to firms provided with business development services and training in post-harvest transformation of foods to maintain nutrient content, to individuals who obtain a job based on assisted firms' expansion, to caregivers being trained in preservation of nutrient rich foods to increase year-round access or in appropriate infant and young child feeding behaviors, to children benefitting from screen and referral for acute malnutrition. Thus pretty much every IR in the RF can contribute results to this indicator. The only possible exception is IR3 on increased investment in agriculture, where it is less likely that individual direct beneficiaries would be assisted.

Smallholder Farmers Assisted Indicator

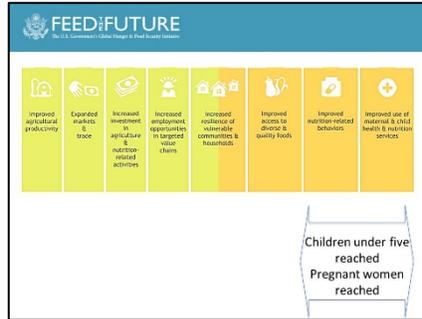
Slide 5



Say: The next indicator counts the number of smallholder farmers (SHF) assisted. SHFs are assisted to increase agricultural productivity, climate adaption and mitigation, and access to market for inputs and outputs. It is possible that a SHF could be assisted with improved access to diverse food, but it's unlikely that she or he would not also be assisted and thus already counted under at least one of the three areas I just mentioned.

Nutrition-Specific Coverage Indicators

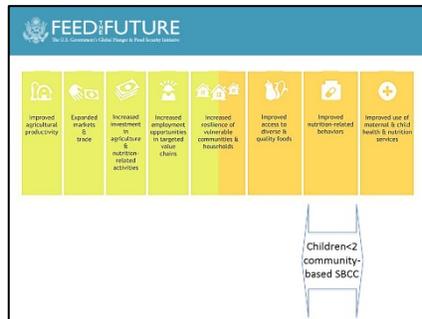
Slide 6



Say: There are three nutrition-specific coverage indicators. The first two measure children under five and pregnant women reached with nutrition social and behavior change communication and health and nutrition services.

Children Under Two who Receive Community-Based SBCC Indicator

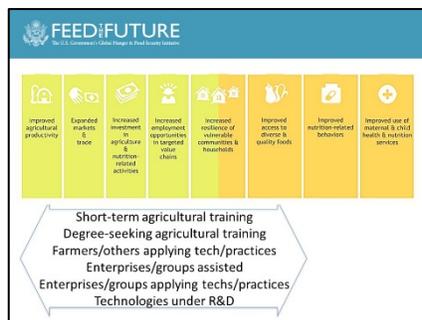
Slide 7



Say: The third indicator focuses specifically on children under two who receive quality community-based SBCC interventions, defined as a caregiver receiving multiple interpersonal contacts, such as through care groups or mothers' or fathers' groups. These children under two, along with pregnant women, constitute the key focus 1,000 day target group we need to reach to reduce stunting, so it is important that we know whether we are reaching most if not all of the ZOI population in this window of opportunity.

Training and Application of Technologies and Practices Indicators

Slide 8



Say: The indicators that measure training of individuals and firms and organizations in and application of improved agriculture - and food security-related technologies and practices by farmers and others and by firms and organizations are also applicable to interventions implemented under most of our IRs. The only IRs where it wouldn't apply are the two nutrition-specific IRs. The indicator that captures progress of the research and development of improved technologies that we eventually want to see disseminated and applied by farmers and/or firms also cross-cuts most of the IRs.

Nutrition Capacity-Building Indicator

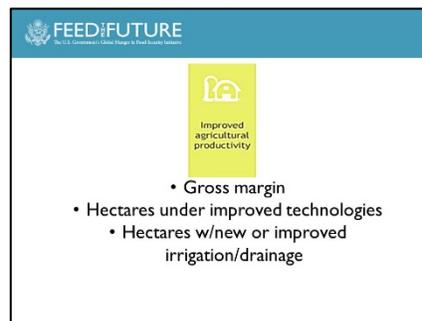
Slide 9



Say: The nutrition capacity-building indicator, which measures the degree- and non-degree granting professional training (note that the nutrition training indicator does not include mothers and other caregivers anymore) applies across the RF because it covers nutrition-sensitive and nutrition-specific professional training.

Gross Margin Indicator, Improved Technologies, Improved Irrigation

Slide 10



Say: Our highest-level outcome indicator to capture improved agricultural productivity is gross margins. I love this indicator, and you will see why in Session 8 on reporting and using performance monitoring data.

Gross margin measures the return to a farmer's investment of important factors of production. We measure GM rather than just yield because we recognize that farmers have little incentive to adopt new crops or improved practices without a clear economic incentive, which yield alone does not capture. And it helps prevent us from promoting practices that cost the farmer more than the returns obtained.

The next two indicators capture application of productivity increasing (or stabilizing) technologies and increased availability of irrigation, both obviously

relevant for activities promoting crops.

Incremental Sales, Agricultural Commodities Exported, Increased Profits/Financially Self-Sufficient Indicators

Slide 11

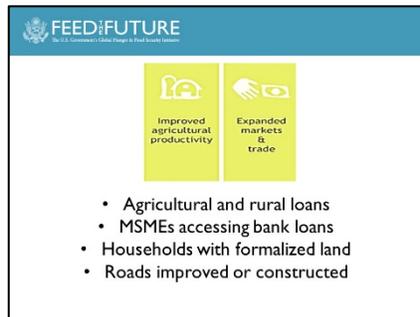


Say: We have two indicators that capture key outcomes of expanded markets and trade, one at the level of the SHF and the second at a firm level. Incremental sales capture how much agricultural sales of our SHF beneficiaries have increased since before the activity began, and the export indicators capture the value of agricultural exports for firms and groups we directly assist.

We don't have too many indicators that capture sustainability of our interventions: however, this next indicator attempts to capture sustainability directly by measuring whether the private sector market actors with whom we work are becoming more profitable and whether the Civil Society Organizations we assist become financially self-sufficient. It can serve as an important USAID Forward sustainability indicator since almost all of the firms and organizations we assist are local.

Expanded Markets and Trade IR Indicators

Slide 12



Say: These next four indicators are located under the Expanded Markets and Trade IR in FTF's RF, but not addressing the constraints they represent clearly can impact success in increasing agricultural productivity. Farmers need credit to purchase inputs in addition to firms needing credit for inventory; lack of formal title to land can discourage farmers from making important investments in land, such as tree planting, in addition to constraining their access to credit due to lack of collateral, and better roads help get inputs and extension in and output out. They benefit just about everyone and everything (except protected wilderness areas and forests)!

Private Sector Capital Investment and Public-Private Partnerships Indicators

Slide 13



Say: The private sector capital investment indicator captures a higher-level outcome of activities under this IR by directly measuring increased agriculture- or nutrition-related capital investment by the private sector. This indicator tracks capital investments only, not operating expenses.

The number of public-private partnerships indicator captures one of our most important mechanisms to leverage additional private sector investment in agriculture and nutrition. To count, the private sector partner has to be expanding into new business areas (products or geographies) and needs to be spending more than it was before (that's the leveraging part).

Full-Time Equivalent Jobs Indicator

Slide 14



Say: This seems like a pretty direct indicator of the IR – we measure increased employment by measuring the increase in jobs. However, it is important to read the indicator definition carefully (actually, it's important to read all indicator definitions carefully 😊) because this indicator is only applicable for activities with specific employment generation objectives. With the type of employment targeted being permanent or longer-term jobs (more than 30 days in length), not short-term seasonal labor.

As we reexamine FTF's strategy post-2017, we may well add an indicator to capture increase in on- and off-farm seasonal labor opportunities given research documenting the importance of these kinds of employment opportunity as a pathway out of rural poverty. But for now we do not capture this kind of labor in the indicator.

Female Agriculture Beneficiaries Consuming Diverse Diet and Nutrient-Rich Value Chain Commodities for Home Consumption Indicators

Slide 15

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Improved access to diverse & quality foods

- Female agriculture beneficiaries consuming diverse diet
- Nutrient-rich value chain commodities for home consumption

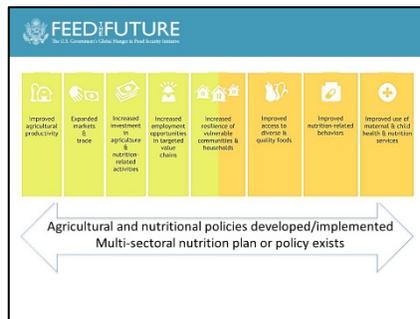
Say: We introduced two new indicators over the past couple of years to capture results of nutrition-sensitive agriculture activities, which are agriculture activities with explicit nutrition-related objectives and outcomes (for example, related to consumption, diet quality, even stunting if nutrition-specific activities are integrated).

There are multiple pathways through which agriculture can improve nutrition. The first indicator, which captures whether the diets of an agriculture activity's female beneficiaries are improving, captures results achieved through several agriculture-to-nutrition pathways (own production for home consumption, agriculture-related income to purchase better diets, empowering women with access to and control over resources, incomes and knowledge).

The second indicator focuses exclusively on results of value chain activities that are promoting nutrient rich commodities and that encourage beneficiaries to keep some production for their own consumption, rather than selling it all. It measures the amount consumed prior to the time of data collection plus any amount stored with the intent of home consumption in the future.

Agricultural and Nutritional Policies Indicators

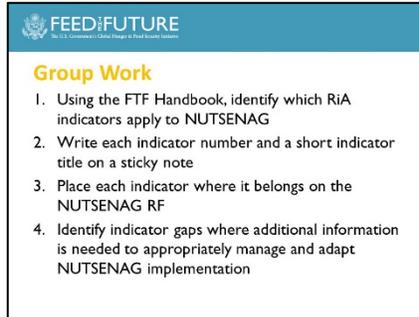
Slide 16



Say: Finally, depending on how broad or specific the policy or plan is, our policy indicators can support all of the IRs simultaneously, or be focused specifically on one or more IR; for example, a policy specifically related to fertilizer or seed policy would correspond most directly to the productivity and markets IRs and not to improved nutrition behaviors.

Identifying RiA Indicators for NUTSENAG

Slide 17



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Group Work

1. Using the FTF Handbook, identify which RiA indicators apply to NUTSENAG
2. Write each indicator number and a short indicator title on a sticky note
3. Place each indicator where it belongs on the NUTSENAG RF
4. Identify indicator gaps where additional information is needed to appropriately manage and adapt NUTSENAG implementation

Small Groups

- Refer participants to the activity in their participant guide.
- Review each step in the activity
- Tell the groups to:
 - Put the indicators on their Results Framework chart
 - Select a spokesperson to report out their answers in plenary

Plenary:

Ask for a group to volunteer to share which indicators they selected and where they placed the indicators on the Results Framework. Have their spokesperson report out.

Ask the other groups:

- Did they select any different indicators? Any additional indicators?
- How where they placed the indicators on the Results Framework compares with the other groups?

Ask a different group to report out on the indicator gaps they identified.

Ask the other groups if they identified different or additional gaps.

Part Two: Important to Remember

Slide 18



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U.S. Government Working with the Feed the Future Initiative

FEED:FUTURE
Feed the Future Indicator Handbook
Definition Sheets

U.S. Government Working with the Feed the Future Initiative
The Feed the Future Initiative

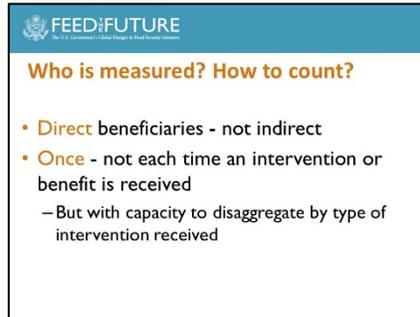
Say: This part of the session will present some key details of the indicators that are very important to remember as you are collecting information and reporting against them. After my presentation, we'll ask each of you to individually think of whether any of your reporting might be incorrect and list things you might want to follow-up

when you get home. Make a quick note if you hear me say anything about an indicator that makes you wonder whether you or your implementing partners have been reporting it correctly.

Direct Beneficiaries

Note: Go over this quickly as Session 5 focuses on defining beneficiaries.

Slide 19



Say: We start with two basic requirements. We know being able to capture this spread, diffusion, and indirect scaling of what we promote and achieve is very important for the initiative and to prove our development hypothesis. We are working on ways to do this. However, for now, all Feed the Future activity-level indicators report on direct beneficiaries. They do not measure indirect beneficiaries; for example, those who do not participate directly in our activities but who change their behavior through observing what our direct beneficiaries are doing and achieving. We will go into more detail about how to define and identify your direct beneficiaries in Session 5.

You are required to track individuals, firms, organizations or households across an activity to correctly report under the indicators. For example, the nutrition coverage; households benefitting or organization assisted; and the training indicators, count individuals or individual households, firms or organization, not number of participants of training sessions or the number of contacts with a nutrition program. This means activities must put in place systems that track individuals or organizations across different interventions received while at the same time keeping track of the interventions received so individuals can be linked to and results disaggregated by interventions received, technologies being applied, etc.

We require that partners, i.e. implementing mechanisms, track individuals across interventions received and not double-count them. However, we recognize that there can be double-counting when indicator results are added up across more than one implementing mechanism. We also ask that Missions and BFS try to estimate the extent of this overlap or double-counting, and make corrections when reporting aggregate numbers to Washington.

Identifying Sets of Beneficiaries

Slide 20

FEED:FUTURE Universe for Agricultural Indicators	
INDICATOR	UNIVERSE MEASURED
# Farmers and others applying improved technologies	Direct beneficiaries (individuals) throughout the value chain
# Hectares under improved technologies	Direct beneficiary crop producers
Gross margin, Incremental sales	Direct beneficiary smallholder producers
Nutrition-sensitive activities only	
Female beneficiaries w/minimum diet diversity	Direct beneficiary female producers
NRVCC set-aside	Direct beneficiary producers of nutrient-rich commodities

Say: While all the indicators measure direct beneficiaries, they do not all measure the same set of direct beneficiaries. The six farm-level production and sales related indicators are a prime example of this. Five of the indicators measure different subsets of the number of farmers and others applying improved technologies, which is the indicator that casts the widest net in terms of on whom it reports. It reports on all direct beneficiary individuals throughout the value chain. That is the “and others” part. For example, if a woman has learned through the activity’s interventions to purchase product from small farmers and do some sort of post-harvest processing (for example, solar drying) then sell her value-added product into the value chain, she is an “other” who is applying an improved technology or management practice and thus should be captured in this indicator. The indicator is disaggregated into producers and other so that we’re able to look and understand what’s happening with our direct producers in addition to what’s happening with other individuals throughout the value chain.

The number of hectares under improved technologies is reported for all beneficiary crop producers applying land based technologies, regardless of size of landholding.

Gross margin and incremental sales are reported only for smallholder farmers (using the respective country’s definition of smallholder) across all types of commodities (crop, livestock, fish).

For the nutrition-sensitive agriculture activity indicators, the first reports on all female beneficiary producers, regardless of what she produces or how large is her landholding, and the NRVCC set-aside indicators reports on all beneficiary producers of nutrient-rich commodities, regardless of sex and land size.

Crop Cycles and Reporting Cycles

Slide 21

Say: We know we have many situations where the crop cycle doesn't cooperate with our reporting cycle. I don't understand why not 😊.

For example, we have countries and crops where the crop cycle straddles two reporting years. For example, you need to enter FY16 data into FTFMS by December 4th 2016, but the crop cycle which started during FY16, for example, the crop was planted in let's say August, the harvest isn't actually until late January 2017. And then sales continue until mid-February 2017.

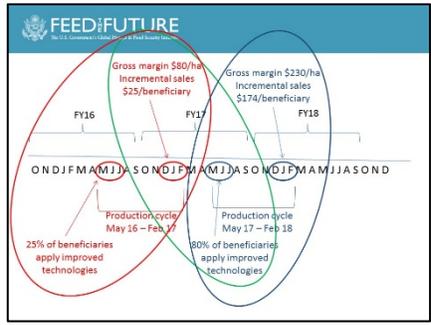
In this situation what we ask you do is to take the suite of related indicators, the application of improved technology indicators and then the results of the application of those improved technologies in terms of increased gross margin and increased sales and NRVC set aside and improved diet diversity due to increased income or empowerment or home consumption and report all of them together in the reporting year where you have the production cycle end, in this case, for FY17 in Dec 2017.

That means even though you have some farmers applying improved technologies in FY16 you would not report on those farmers until FY17 when you can report all six of the indicators together, the hectares, the farmers, the gross margin, the sales, and the nutrition-sensitive agriculture indicators of female beneficiaries with MDD and NRVC set aside.

We want all of these reported together because they all capture different steps in your theory of change, and to understand if change in one steps is leading to hypothesized change in next step, you want to make sure you are analyzing indicators that are measuring the same cycle.

Example: NUTSENAG

Slide 22



Say: For example, NUTSENAG works in a country where the production cycle starts with land preparation and planting in May, with harvest and sales happening in

January and February of the following year. NUTSENAG is promoting use of certified soy seed and application of inoculant. In the first year, 25% of direct beneficiaries applied one or both technologies, and 75% applied neither. Average gross margin per hectare was \$80 and average increase in sales per beneficiary was \$25. This represents about a 10% increase over baseline. In the second year, the number of beneficiaries applying one or both of the improved technologies jumped to 80%, as the beneficiaries saw the results that the lead farmers and early adopters received the previous season. With a much greater proportion of beneficiaries applying these improved technologies that increase yield and total production and being able to sell a much larger proportion of what they produce, average gross margin and increased sales jumped dramatically, to \$230/ha, an almost 300% increase from baseline, and \$174 per beneficiary, almost 700% from baseline. Now, you know what I'm going to show you next.

Ask: What do you think are the kinds of conclusions that might be drawn by the Implementing Partner and by USAID if NUTSENAG were to report only those ag indicators with results during the reporting year rather than grouping the results from each production cycle?

Continue: Correct, we would see a much distorted picture of the effect of application of these improved technologies – we could conclude that 80% of beneficiaries applied them, but only saw an average 10% increase in productivity and sales from baseline. Which would lead to a completely unnecessary questioning of our theory of change and the effectiveness of our promoted technologies. And we don't want that!

For Multiple Crops

Slide 23



If multiple crop cycles in the reporting year...

- Gross margin
 - Sum production, sales, input costs and area planted by commodity across cycles each time area is cultivated during reporting year
- # Farmers and others applying improved technologies
 - Count farmer once if s/he cultivated with an improved technology or management practice in any cycle during the reporting year
- # Hectares under improved technologies
 - Sum each time area is cultivated with an improved technology or management practice during reporting year
- Incremental sales
 - Sum sales across all plots, all cycles during reporting year

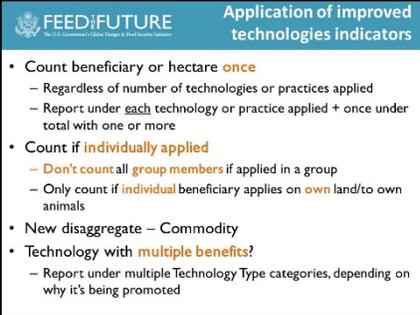
Say: So that's one issue with crop cycle. Another deals with multiple crop cycles in a reporting year. The different agriculture indicators treat these different cycles differently, just to keep your life interesting. As I mentioned for the farmers and others you count a farmer once if she or he cultivated with an improved technology in any of the cycles. For the number of hectares under improved technology we had a really interesting discussion several years ago to with you all out in the field about how we should interpret the multiple cycles in the context of this indicator. Our guidance is that you sum each time and area is cultivated with an improved technology during the reporting year. If there are two production cycles and the farmer is applying an improved technology during each of those production cycles then you would count the area under improved technology each time it is cultivated.

For gross margin you should sum the five data points of production, volume and value of sales, input costs and area by commodity across all of the cycles each time

the area is cultivated during the reporting year. So you sum them and enter the sum of that for all your beneficiaries as the five data points for gross margin. And finally for incremental sales you would sum the sales across all of the plots and all of the cycles for a specific commodity during the reporting year.

Counting Number of Farmers and Number of Hectares

Slide 24



FEED:FUTURE Application of improved technologies indicators

- Count beneficiary or hectare **once**
 - Regardless of number of technologies or practices applied
 - Report under **each** technology or practice applied + once under total with one or more
- Count if **individually applied**
 - **Don't count** all group members if applied in a group
 - Only count if **individual** beneficiary applies on **own** land/to own animals
- New disaggregate – Commodity
- Technology with **multiple benefits?**
 - Report under multiple Technology Type categories, depending on why it's being promoted

Say: For both number of farmers and others and number hectares you should count your beneficiary and hectare only once regardless of the number of technologies or practices that are being applied. Then you report the individual or hectares under each tech type (i.e. double-count) and then once under the tech type disaggregate “number with one or more.”

We added a new disaggregate to number of farmers and number of hectares in FY16 – Commodity. This does not have to be used by activities promoting sustainable intensification and similar crop diversification strategies or in polyculture production systems where double-counting beneficiaries and calculating area under specific commodities is complicated and not meaningful. There you can use the "Disaggregates not available" category under the Commodities disaggregate.

If a technology falls under multiple categories and brings multiple benefits and is being promoted for those benefits, you should report the beneficiary applying it and area under it under each category. For example, if an activity is promoting drought-tolerant maize, you should report it under crop genetics and climate adaptation.

Technology Categories

Slide 25



Technology Type Categories

- Crop genetics
- Cultural practices
- Pest management
- Disease management
- Soil-related fertility and conservation
- Irrigation
- Water management-non-irrigation
- Climate mitigation
- Climate adaptation
- Livestock management
- Wild fishing technique/gear
- Aquaculture mgmt
- Marketing & distribution
- Post-harvest handling & storage
- Value-added processing

Ask: Can you think of any other examples of technologies we promote that would be counted under more than one tech type category?

Non-land Based Technologies and Demonstration Plots

Slide 26



Number of hectares under improved technologies

- **Non-land-based technologies excluded**
 - Animal genetics
 - Fishing gear/technique
 - Post-harvest handling, storage, processing
- **Count demonstration plots?**
 - **Yes**, if cultivated by **direct beneficiary farmer**
 - **No**, if cultivated by **researcher or extensionist**

Say: You can count demonstration plots if they're cultivated by a direct beneficiary farmer. You can absolutely count the area under improved technologies being cultivated by your lead farmer under this indicator.

What you should not be counting is if a demonstration plot is being cultivated by a researcher or an extensionist as part of the dissemination strategy. That area should not be being counted under this indicator.

Small-holder ponds are still measured in hectares and reported under gross margins. It's only for # hectares under improved technologies that we narrowed the definition to land-based technologies only. It doesn't make sense to track post-harvest and processing categories and animal genetics measuring with hectares.

Research and Development Activities

Slide 27



Number of technologies in phases of development

For research (R&D) activities only

- Tracks development of technology until it is ready to be disseminated
- Do NOT use to track technologies actually disseminated
- Doesn't need to pass through all three phases to be counted

Say: This is an indicator that, after many years of repeating this point, is still misused. The number of technologies in phases of development indicator should only be used for research and development activities. It should not be used to track the technologies actually being disseminated by implementation type of activities. That is not what Phase III – technologies available for dissemination – means. Phase III counts, for example, a new seed variety that has received in the reporting year all government approvals and certifications required that will then allow the public or private to begin to multiply and disseminate the new variety. It should not be used by a value chain activity to count it as a technology it is supporting seed supplies to multiply for onward sale to input suppliers.

R&D activities do not have to intend to take a technology through all three phases in order to report on a technology under the indicator.

Total Production, Volume of Sales, Value of sales, Purchased Recurrent Input Costs, Hectares/Animals/Cages

Slide 28



Gross margin

- **Five data points** plus number of **beneficiaries** disaggregate by commodity by sex
 - Unit of production for live animals = all animals in herd
 - Unit of production for dairy = producing animals
- Total production and total quantity (volume) of sales must be comparable:
 - Same **Unit of Measure** e.g. both in kg or both in mt
 - Report this unit of measure in FTFMS
 - Same **Product Form** e.g. both unshelled, both on cob
- Measure across **all beneficiaries** of value chain

Say: Gross margin indicator is not reported directly. What is reported are five data points reflecting totals across all beneficiary of the specific commodity value chain. The five data points are total production, total volume of sales, total value of sales, total purchased recurrent input costs, and total hectares, animals or cages (for open water aquaculture.) The final data point reflects the factor of production for which GM measures return for farmer's investment. Report all animals in the herd if the value chain is live animals, and report number of producing animals during reporting year for dairy.

This year we have added a sixth data point, number of beneficiaries, which isn't used in the calculation of GM itself, but we have come to realize it is essential for meaningful interpretation of GM results.

For the gross margin indicator, the unit of measure (e.g. kgs or MT) in which total

production and total sales are reported must be the same. If unit of measure and form are not the same, then the estimate of unit value, which is derived by dividing sales value by sale volume, used to value total production, could be way off. To make sure of this and to facilitate aggregation of data points across mechanisms and countries, you are required to enter what unit of measure is used for total production and volume of sale. In addition, the form in which the product is reported must also be the same, for the same reason of being able to compute an accurate and applicable unit price with which to value total production.

Gross margin should be measured for all the beneficiaries of the specific commodity value chain interventions. Do not report GM just for the subset of beneficiaries that applied improved techs or that sold part of their production. This will give an overestimate of returns to your beneficiaries under each commodity, and detract from your ability to demonstrate how returns for your target beneficiaries are increasing over time.

Incremental Sales

Slide 29



Value of incremental sales

- Sales by **small-holder producers only**, not by other actors in value chain (e.g. traders, wholesalers, exporters)
- **Farm level does not equal farm gate**. Producer sales anywhere (e.g. on-farm, local market).
- Can use "Horticulture" category rather than disaggregating each product
- Count **all beneficiaries** of VC activities, not just those that sold some of their production

Say: The value of incremental sales at farm level is defined to capture sales by small holder producers only, not the other actors in the value chain. We do not want to report the sales that traders make or exporters make or that wholesalers make. It is the direct beneficiary producer only and only small holder beneficiaries.

It is an indicator of sales at the farm level but that does not mean only farm gate sales. It is not only sales the producer makes physically on the farm. If the producer is taking product to a local market and selling it in that local market that counts as a farm level sale.

For the value of incremental sales you can use the broad horticulture category and aggregate sales across a number of different horticultural products in a horticulture value chain. In gross margins we ask that you disaggregate by horticultural commodity because it is not meaningful to combine an average gross margins across products that can be quite different in their unit value. But for ease of reporting and recognizing that horticultural value chains can have many, many, many different products we are happy to have you report the overall horticultural category for

incremental sales and to report only against the top five most important horticultural products under gross margin recognizing that sometimes value chains has 12 – 15 or more products and having this disaggregated gross margins for each of them would be overly burdensome.

Agricultural and Rural Loans

Slide 30



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U.S. Department of Agriculture | Rural Development

Value of Agricultural and Rural Loans

- Count only...
 - Cash loans
 - Not in-kind
 - Loans **disbursed** during reporting year
 - Not entire portfolio
 - Loans from **registered financial institutions**
 - Not informal entities – e.g. Village Savings and Loan groups.

Say: The value of agricultural and rural loans is a fairly restricted indicator. You should only report cash loans, not loans that were provided in kind, e.g. agro-dealer advances inputs and is paid back with production at the end of the season. You also should only count loans that were actually disbursed during the reporting year, not ones that were approved and not disbursed and not the entire portfolio of loans. Finally, this indicator should capture only loans from registered financial institutions and not informal entities such as village savings and loans groups.

Micro Small and Medium Enterprise Access to Loans

Slide 31



FEED:FUTURE
U.S. Department of Agriculture | Rural Development

MSMEs assisted to access loans

- **Not restricted** to bank loans
 - Any financial institution, formal or informal
 - Includes in-kind lenders of equipment/inputs e.g. inputs received on credit from agrodealers
 - Repayment in cash or in kind
- Farmer MSME size based on # workers hired (permanent and/or seasonal) previous 12 months
 - # workers does not have to be FTE
 - Farmer that doesn't hire = micro-enterprise

Say: Micro small and medium enterprises which include farmers receiving U.S. government assistance to access loans. This is a much broader indicator and it is not restricted like the Value of loans one is. You can report loans from any entity, not just banks. So any financial institution formal or informal. It also includes in-kind lenders of equipment or inputs; for example, inputs received on credit from agro-dealers can be counted. A farmer who was given assistance to get an in-kind loan of inputs can be counted under this indicator and it can count somebody who was assisted to receive a loan that he or she repaid either in cash or in kind.

Now you'll notice I said that the micro small and medium enterprise definition includes farmers for this indicator. The number of workers that farmers hire doesn't have to be a full time equivalent worker; it's just any hire of any laborer. You can count the farmer as a micro small medium enterprise and the size you

categorize that farm or enterprise under is based on the number of people that he or she hires. A farmer who doesn't hire any labor should be classified as a micro-enterprise.

Private Sector Capital Investment

Slide 32

FEED:FUTURE
U.S. Department of Agriculture & Feed the Future Program

Private sector capital investment

- Only **private sector, for-profit, formal** companies
 - not investments made by individuals, e.g. farmers
- Only **capital** investment
 - not investment in operating capital (e.g. inputs, inventory)

Say: Leveraging the resources of the private sector and working in collaboration with the private sector is a cornerstone approach of Feed the Future. The private sector capital investment leveraged as a result of FTF captures private sector investment leveraged across the board (not just within PPPs) but only for private sector for profit formal companies. Don't report the investments that are made by individuals. For example the value of some new irrigation equipment in which a farmer invests should not be reported under this indicator.

This indicator also only counts capital investment, and we have changed the name of the indicator to make that very clear. Capital investments are for durable items such as equipment and buildings. You should not count operating capital i.e. operating expenses to purchase the inputs or inventory, or to pay staff. None of that is a capital investment.

Public-Private Partnerships

Slide 33

FEED:FUTURE
U.S. Department of Agriculture & Feed the Future Program

Public-private partnerships

- Essential characteristics of PPPs
 - Objective of agreement = **common good**
 - Private sector contribution = **beyond current** commercial interests
 - **expanding** into new products, customer base, or geographies
 - Leverages **additional** private resources beyond "business-as-usual"
 - e.g. increasing capital investment or staff

Say: The next indicator is the number of public private partnerships that are formed as the result of Feed the Future assistance. We have had some pretty remarkable numbers reported under this indicator that weren't always necessarily aligned with the definition of the indicator. The essential characteristic of a public private partnership for this indicator is that the objective of the written formal agreement (which is required) between the partners is to achieve a common good that expands the private sector's partners' current commercial interests and helps leverage additional private resources beyond whatever the private sector partner

would have been doing under a business as usual scenario.

Several types of agreements have been mistakenly reported as PPPs under this indicator in the past. For example, purchase agreement between the firm and a product, a project beneficiary. That does not count as a public private partnership or investments made by a firm in its own business operations or loans made under a USAID loan guarantee. None of these count as the private sector contribution to a public private partnership. They can be really important strategies for achieving activity results but they do not count as public private partnerships.

Number of Jobs

Slide 34

FEED: FUTURE
The U.S. Government's Global Hunger & Food Security Solution

Number of jobs

- Activities **w/explicit employment creation objectives**
- Employment must be at least **30 consecutive days** minimum (or 20 days if weekends off)
 - Most seasonal labor doesn't qualify
 - Create custom indicator if you want to track seasonal agricultural labor
- FTE = 12 months or 260 days

Say: This indicator is only applicable to activities that have specific-job creation objectives. Activities will usually measure these jobs at an assisted-firm level.

Jobs lasting less than one month are not counted in order to emphasize those jobs that provide more stability through length. If an IM has employment creation as an activity objective, and wants to report seasonal agricultural labor generated as a result of its activities under this indicator, it must be able to track the number of consecutive days per person generated so only employment for more than 30 consecutive days in length is counted. The IM should not sum person-days of seasonal agricultural labor generated over the production cycle(s) and divide by 260 to determine FTEs.

The definition of full-time equivalent is 12 months or 260 days.

Nutrition-Specific Program Coverage Indicators

Slide 35

FEED: FUTURE
The U.S. Government's Global Hunger & Food Security Solution

Number of children < 5 reached by nutrition programs
Number of children < 2 reached by community-based SBCC
Number of pregnant women reached by nutrition programs

- Count **individual** children and pregnant women
 - not number of contacts
- Count each child or women **once**, regardless of number of interventions received from the activity for **overall indicator and child sex and pregnant woman age disaggregates**
 - Count **once for each intervention** received under disaggregate
- Count even if mother/caregiver is direct recipient of intervention

Say: Under the three nutrition-specific program coverage indicators, individuals need to be tracked and reported, not the number of contacts. For example, a child whose mother attended multiple Care Group interpersonal nutrition counseling

sessions is counted only once, not each time she attended a session. This example also illustrates that children are counted as reached even if the mother or caregiver is the direct recipient to the intervention, in this example, a child is considered reached by an SBCC intervention when her mother participates in the Care Group. We are essentially considering the mother or caregiver as the service delivery mechanism – they are the way that we reach the child.

A child or pregnant woman is counted once in the overall indicator or the sex disaggregate for children or the age disaggregate for pregnant women. Then each child or pregnant women is counted once for each type of intervention received under the Type of Intervention disaggregate.

Strengthening Capacity Indicators

Slide 36



Say: Now I'm going to talk briefly about two other coverage indicators.

For an organization to be counted under the indicator of the number of food security private enterprises and producer organizations, borders group, women's group, etc., the assistance provided by the activity must be aimed at strengthening the capacity of the organization itself. You are not going to be counting a producer organization with which you are working only in order to reach its members. In other words, if the producer organization is a mechanism by which the activity delivers its services to farmers but the activity is not engaging in interventions aimed specifically at strengthening the capacity of the producer organization itself, it should not be counted under this indicator.

Number of Smallholders Reached

Slide 37



Estimated # and % of FTF beneficiaries holding 5 hectares or less of arable land or equivalent units of livestock (Smallholders)

- Percentage of beneficiaries = % **out of total beneficiaries** in each disaggregate category that are smallholders
- **NOT % of all smallholder beneficiaries** that fall in each disaggregate category

Say: Finally, the estimate of number of smallholders reached, while not an official indicator in our Handbook, is very important for FTF external and internal use and helps us justify FTF activities to key stakeholders. It is reported at a country-level, not by individual activities (although a mission could ask individual activities to track it to help them collect the information to report at a country-level). The indicator request both the number of total crop and of total livestock beneficiaries that are SHF and the percent of total crop and of total livestock beneficiaries that are SHF. The percent field does not ask what % of SHF are crop versus livestock.

If asked: We have no standard definition of smallholder fish farmer. Worldfish defines small-scale fish farmers in Aceh as having approximately 1 hectare, while in Bang it's much smaller. Include indicator note with the definition your OU is using.

10:45 am
(15 mins.)

Individual Activity

Slide 38



Let's fill in the smallholders reached indicator table:

- A country is directly reaching 200,000 producers
- 90% are smallholders
- 160,000 (89%) are participating in a crop value chain activity
- 40,000 (11%) are participating in a livestock value chain activity
- All of the crop value chain participants are smallholders
- Half of the livestock participants are small holders

	Total	Crops	Livestock
Number of smallholders			
Percent that are small holders			

Refer participants to their participant guide to complete the activity.

Say: We have a country directly reaching 200,000 producers, 90% of whom are smallholders. 160,000 of the 200,000 (89%) are participating in a crop value chain activity and 40,000 (11%) are participating in a livestock value chain activity. All of the crop value chain participants are smallholders while half of the livestock participants are small holders.

Ask: Write down the total number of small holds and the number of crops and livestock they manage.

Ask: Participants to call out their answers. Then ask someone who gave the correct answer to explain how he/she got it.

Show the next slide with the correct answers:

Slide 39



Let's fill in the smallholders reached indicator table:

- A country is directly reaching 200,000 small holders
- 90% are smallholders
- 160,000 (89%) are participating in a crop value chain activity
- 40,000 (11%) are participating in a livestock value chain activity
- All of the crop value chain participants are smallholders
- Half of the livestock participants are small holders

	Total	Crops	Livestock
Number of smallholders	180,000	160,000	20,000
Percent that are small holders			

Review the answer: There are 180,000 total smallholders, 160,000 of whom are crop beneficiaries and 20,000 are livestock beneficiaries.

Ask: What goes into the next row (e.g., the percent of small holders and the percent of crops and livestock they manage).

Ask: Participants to call out their answers. Then ask someone who gave the correct answer to explain how he/she got it.

Show the next slide with the correct answers:

Slide 40



Let's fill in the smallholders reached indicator table:

- A country is directly reaching 200,000 small holders
- 90% are smallholders
- 160,000 (89%) are participating in a crop value chain activity
- 40,000 (11%) are participating in a livestock value chain activity
- All of the crop value chain participants are smallholders
- Half of the livestock participants are small holders

	Total	Crops	Livestock
Number of smallholders	180,000	160,000	40,000
Percent that are small holders	90	100	50

Review the answer: The correct values for the percent part of the indicator are 90, 100 and 50. NOT 90, 89 and 11, because 89 is the percent of beneficiary producers that are in the crop value chain, not the percent of the crop value chain beneficiaries that are smallholders, and 11% is the percent of beneficiary producers that are in the livestock value chain, not the percent of the livestock value chain beneficiaries that are smallholders.

Individual Application

Slide 41

	<div data-bbox="607 201 1029 520" style="border: 1px solid black; padding: 5px;">  <p>Reflection</p> <p>Think about the information received in this presentation</p> <ul style="list-style-type: none"> • Did any of the explanations provided make you wonder whether you or a partner may be reporting incorrectly under any of the indicators? • If so, write down what steps you will take upon your return to follow up • If you have conducted a DQA and think you may have missed this, why? How would you change what you ask or look at in the DQA? • You have 10 minutes. </div> <p>Individual Activity Refer participants to their participant guide to complete the individual application activity. Review the directions for the activity.</p> <p>Large Group Debrief the activity:</p> <ul style="list-style-type: none"> • Ask the group if anyone will share an example of reporting incorrectly under an indicator. Have the group share why they might do to correct the error. • Ask the group if anyone conducted a Data Quality Assessment or DQA and what they might have missed. Have the group share how they would have changed what they asked or looked at. 	
11:00 am (15 min.)	Break	

BIOGRAPHIES –



Anne Swindale, Senior Program Advisor – Monitoring and Evaluation in USAID’s Bureau for Food Security, is an economist with more than 30 years of experience in technical assistance, research and project management in agriculture, food security, and nutrition strategy and program assessment, design, monitoring, and evaluation. She has a multi-sectoral background spanning agriculture, poverty, food consumption, and nutrition; and extensive experience with project management, program impact evaluation and performance reporting for USAID agriculture, food security and nutrition programs; and the collection, management, and analysis of large and complex primary income, expenditure, and consumption data sets from households and individuals. Prior to joining USAID in 2011, she was Deputy then Director of the USAID-funded Food and Nutrition Technical Assistance Project (FANTA) for 13 years. She also worked for the Consultative Group for International Agricultural Research International Potato Center in Peru and the Dominican Republic. She has a Ph.D. from the Fletcher School of Law and Diplomacy at Tufts University with a specialization in development economics and food, nutrition, and agricultural policies. She speaks Spanish.



FOR MORE INFORMATION:

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Monitoring, Evaluation and Learning

Bureau of Food Security

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