



FEED THE FUTURE

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

PERFORMANCE MONITORING

PARTICIPANT MANUAL



USAID
FROM THE AMERICAN PEOPLE



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Welcome to the Feed the Future Performance Monitoring Course

Dear Course Participant,

Welcome to Feed the Future's course on performance monitoring. Monitoring, learning and adapting activities-based evidence moves us forward in our goal to reduce hunger, poverty and under-nutrition. To that end, this course will prepare you to:

- Meet the requirements for reporting performance such that program activities and outcomes to the Feed the Future Results Framework.
- Use performance monitoring as a means for strategic adaptive management of Feed the Future activities.

Over the next five days, you will build your skills and knowledge to:

- Develop a theory of change and a results framework for your FTF activities
- Select require if applicable indicators for your activity results framework
- Create custom indicators
- Define beneficiaries, baselines and targets
- Collect performance monitoring data
- Verify performance monitoring data
- Report and use performance monitoring data
- Submit open data

To achieve these outcomes, we have just a few guidelines for all course participants to follow:

- Listen, inquire and share
- Respect and value different ideas and options
- Create a safe space
- Challenge yourself
- Support each other

The course was developed by the Feed the Future Monitoring and Evaluation team. If you have any questions about monitoring and evaluating Feed the Future activities, do not hesitate to ask any Monitoring, Evaluation and Learning team member. We are proud to be your partners in the important work you do in the field.

Sincerely,

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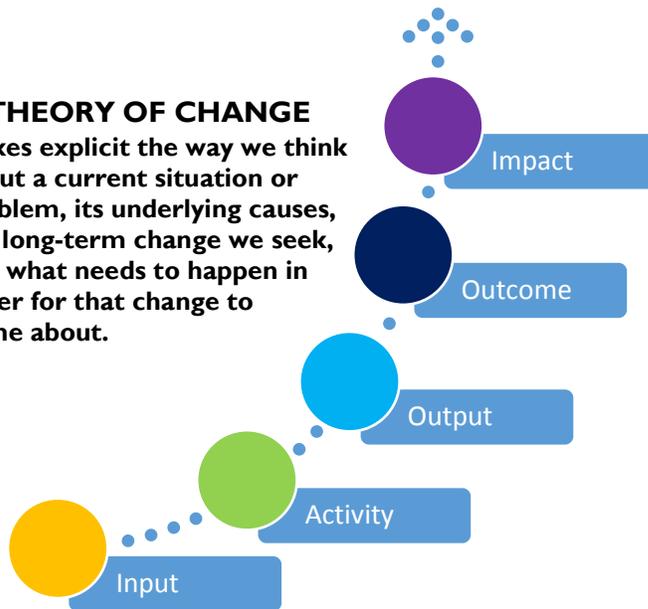
SESSION 2:

**Developing Your Activity Theory of Change
and Results Framework**

Theory Change

A THEORY OF CHANGE

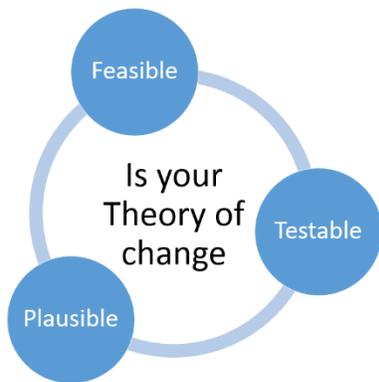
Makes explicit the way we think about a current situation or problem, its underlying causes, the long-term change we seek, and what needs to happen in order for that change to come about.



Notes:

7 Elements of a Theory of Change:

1. Problem statement
2. Causal analysis
3. Long-term goal
4. Pathways of change
5. Assumptions
6. Stakeholder analysis
7. Interventions



Plausible: the hypotheses of change, the pathway of change, assumptions, stakeholder analysis, and chosen interventions are based on evidence that supports the definition of the problem, its diagnosis, and the likelihood of success of the identified solution

Feasible: the identified solutions and interventions are those that are within your manageable interest within a specified time period, taking into account all assumptions and stakeholder interests

Testable: The hypothesis that supports the theory of change, and the assumptions underlying it, can be verified and validated through application or experimentation (e.g. with a pilot intervention)

Case Study: Feed the Future Aredonia Nutrition-Sensitive Value Chain Activity (NUTSENAG)



Objectives. NUTSENAG’s goal is to advance food security and nutrition in farming households while reducing rural poverty through an agriculture-led, integrated economic growth, nutrition, and natural resource management strategy. The activity targets three primary value chains: groundnuts, soybeans and maize. The first two value chains were selected because they promise high economic and nutritional return on investment. Groundnuts are commonly consumed and predominantly cultivated by women. Soy is also predominantly cultivated by women. While soy consumption is not currently widespread, significant growth through soy processed products (soy “meat”, flour and milk, especially) is possible. Maize is the primary staple crop, yet few small- and medium-sized landholders produce sufficient quantity to assure household food security and supplemental income through its sale. Without increases in maize yields, farmers are less likely to divert land to cultivate soy or groundnuts.

NUTSENAG’s objectives are to:

1. Improve productivity (land, water, labor) through application of improved technologies and soil and water management practices
2. Increase competitiveness of the legumes (i.e., groundnuts and soybeans) and maize value chains to mitigate food insecurity and increase incomes of the rural poor
3. Increase access to effective community-based nutrition-specific interventions
4. Increase access to health and nutrition services
5. Enhance capacity of local organizations and institutions to promote sustainability

Target Population. NUTSENAG targets “the poor with assets” for value chain interventions. These are households that theoretically have sufficient agricultural assets to benefit economically from expanding and diversifying production yet remain vulnerable to external shocks, such as climatic or economic turbulence. Specifically, the NUTSENAG value chain activities target households that:

- Cultivate between 1.25 to 3 acres (0.5 to 1.2 hectares) of land;
- Have the potential to increase maize productivity and to free up land for crop diversification to legume production; and
- Have the potential for linking to markets.

NUTSENAG nutrition interventions target the entire community in all communities where value chain interventions are being implemented, with an emphasis on women and children in the 1,000 day window from conception through two years of age (i.e. pregnant and lactating women and children under two years of age). NUTSENAG’s health interventions target women and children under five.

Theory of Change. NUTSENAG assumes that value chain activities targeting nutrient-rich products will improve household nutrition. The focus on groundnuts and soybeans will contribute to a diversified diet, improve protein in the diet, and reduce stunting. Moreover, the increased availability of nutritious foods resulting from value chain interventions is expected to reinforce nutrition efforts. Increased use of inputs such as a range of improved land preparation and management practices, improved seed varieties, inoculants (for soy), and integrated pest management will increase legume and maize productivity. Higher maize productivity will decrease land needed for maize production and increase land made available for soy and groundnut cultivation. Higher production of the nutrient-rich legume commodities will lead to increased home consumption among producer households. Improved harvesting and drying technologies and post-harvest handling and storage practices, increased processing, and better marketing strategies targeting the major cities and the local communities will lead to higher farm income, which will lead to increased household consumption and increased supply of safe, high-quality nutritious foods. Expanded community-level processing and greater availability of legumes and legume products in the market will lead to greater access to and consumption of these products to all households at community-level. Increased food production and income for farmers, and greater availability of safe nutritious food products in the market for everyone should lead to greater household food security, enhanced dietary diversity, and, to some extent, improved nutrition.

The value chain interventions will help address the underlying causes of malnutrition, such as scarcity of assets including food and income, but they are often not sufficient by themselves to improve nutrition. Improvements in pregnant and lactating women and infant and young child feeding and health-seeking behaviors and in access to health and

nutrition services including treatment for severe acute malnutrition, will address barriers to improved utilization that are needed to translate improvements in household access to more and better quality food into improvements in nutritional status of women and children.

Interventions. NUTSENAG aims to strengthen local implementing partner capacity to provide both agriculture and nutrition support to its members and member communities. At a community level, NUTSENAG works through their main implementing partner, Aredonia National Smallholder Farmer Association (ANSFA). ANSFA provides training and support to Lead Farmers of commodity-specific farmer's clubs for soy, groundnut, and maize. ANSFA also links its Lead Farmers to public and private sources of agricultural extension for example, Ministry of Agriculture extensionists or agriculture input dealers. ANSFA promotes a range of agricultural technologies and practices for groundnut, soybean and maize value chains. These include the introduction of land preparation practices, improved seed varieties, cultivation practices, harvesting and drying practices, post-harvest practices and processing, storage, and marketing. ANSFA-supported farmers are offered free groundnut and soybean seeds via a Seed Recovery System. After harvest, farmers “repay” this loan with 2 kg for every kilogram they receive. Along with distributing soybean seeds, ANSFA promotes the use of and distributes soybean inoculum that should boost production by approximately 20 percent.

NUTSENAG supports improved off-farm storage and collective marketing predominantly through its partner the Aredonia Commodity Exchange (ACE). ACE is an agricultural commodity platform that operates in the spot and forward markets. It gives small-scale farmers leverage in negotiating for their crops by providing them with reliable market information. ACE also offers three services to NUTSENAG beneficiaries: the warehouse receipt system (WRS) allows farmers to store and sell grain at their convenience with a receipt that can be used as a collateral for short-term loans; auctions to sell; and an option whereby buyers and sellers trade during a live electronic auction. ACE relies on ANSFA to advertise its marketing and warehousing services to its farmers. Farmers can access ACE directly or via ANSFAMKT, the commercial branch of ANSFA, which aggregates and purchases farmers' crops and sells them through ACE.

NUTSENAG integrates nutrition education and outreach and water and sanitation interventions with value chain interventions to improve household nutrition, health and hygiene practices, with the goal of improving maternal and child nutrition. The primary mechanism for nutrition advocacy, education and mentoring is social and behavior change peer education through Community Care Groups (CCG). The CCG is a group of 10-12 Lead Caregivers, the so-called Care Group Volunteers. Each CGV provides an array of nutrition and health education activities through group meetings and household visits to a locally formed group of 10 mothers/caregivers. Twice monthly nutrition activities include promotion of healthy habits and practices, consumption of fortified and diverse foods,

cooking demonstrations, growth monitoring of children, and referral to health/nutritional facilities.



At a community level, **NUTSENAG** promotes increased consumption of locally adapted, diverse sources of nutrient-dense foods through support for backyard gardens based on locally available commodities, improved post-harvest handling and storage practices to reduce loss and aflatoxin, soy and

groundnut processing, nutrition education through drama and other approaches, child health days, and screening and referrals for therapeutic feeding for children suffering from severe acute malnutrition.

The value chain interventions serve as a platform on which to build nutrition activities. The primary point of integration between the nutrition and value chain activities is at the level of **ANSFA's Group Action Committees (GACs)**. **ANSFA's Gender and Nutrition group** at the **GAC level** receives capacity building support from **NUTSENAG's** nutrition technical partner **GOODNUT**. Each **ANSFA farmer's club** assigns one representative to **ANSFA's Gender and Nutrition group**. The farmers' club representative receives training from the **Gender and Nutrition Group** to work with the **Village Development and Health Committees**, in collaboration with **Ministry of Agriculture extensionists** and **Ministry of Health Surveillance Assistants**, to 1) organize a series of activities aimed at improving access to diverse and quality diets and to key nutrition and health services and improving knowledge and norms to support better nutrition for all community members, and 2) create and support the **CCG** that provide a focus for implementing the **Essential Nutrition Actions** targeted at the 1,000 day period. The **CCGs** and community organizations are also linked with **Ministry of Health Surveillance Assistants** to support community sensitization, outreach and active case finding of acute malnutrition, and to support child health days, deworming, etc.

Coverage. Throughout the life of the project, **NUTSENAG** seeks to reach at least 275,000 rural households through agriculture-based or nutrition interventions or both and at least 175,000 children under 5 through targeted nutrition-specific and nutrition-sensitive interventions. **ANSFA** will initially target 50,000 farmers already participating in one of their farmer's clubs, and then expand membership in existing clubs as well as establish new clubs in communities in years two and three of the five year activity.

Table 1. ANSFA focus technologies and practices for soy and groundnut

Table 1. ANSFA focus technologies and practices for soy and groundnut	
Groundnut Technologies	Soybean Technologies
<ol style="list-style-type: none"> 1. Use of CG7 seeds 2. Post-harvest processing 3. Grading and packaging 	<ol style="list-style-type: none"> 1. Use of SoyG1 or SoyG2 seeds 2. Use of inoculant 3. Post-harvest handling and processing 4. Grading and packaging
Practices	Practices
<ol style="list-style-type: none"> 1. Source of seeds among farmers 2. Ridge spacing 3. Plant spacing 4. Double row planting 5. Doubled-up legumes (inter-cropping with pigeon pea) 6. Crop rotation practices 7. Application of herbicides or pesticides 8. Weeding practices 9. Knowledge of harvest time 10. Harvesting and drying practices 11. Marketing among farmers 12. Implementation of safety standards 13. Implementation of quality standards 14. Storage 15. Marketing practices 16. Selling in the shell 	<ol style="list-style-type: none"> 1. Source of seeds among farmers 2. Ridge spacing 3. Plant spacing 4. Double-row planting 5. Doubled-up legumes (inter-cropping with pigeon pea) 6. Crop rotation practices 7. Application of herbicides or pesticides 8. Weeding practices 9. Knowledge of harvest time 10. Harvesting and drying practices 11. Marketing among farmers

Draw the NUTSENAG Theory of Change



**Small Group
Exercise**
20 minutes

Draw the NUTSENAG Theory of Change illustrating:

- **The Problem Statement**
- **Causal Stream**
- **Long-term Goal**
- **Pathway(s) of Change**
- **Assumptions**
- **Stakeholder(s)**
- **Interventions**

Make sure it is plausible, feasible, and measurable.

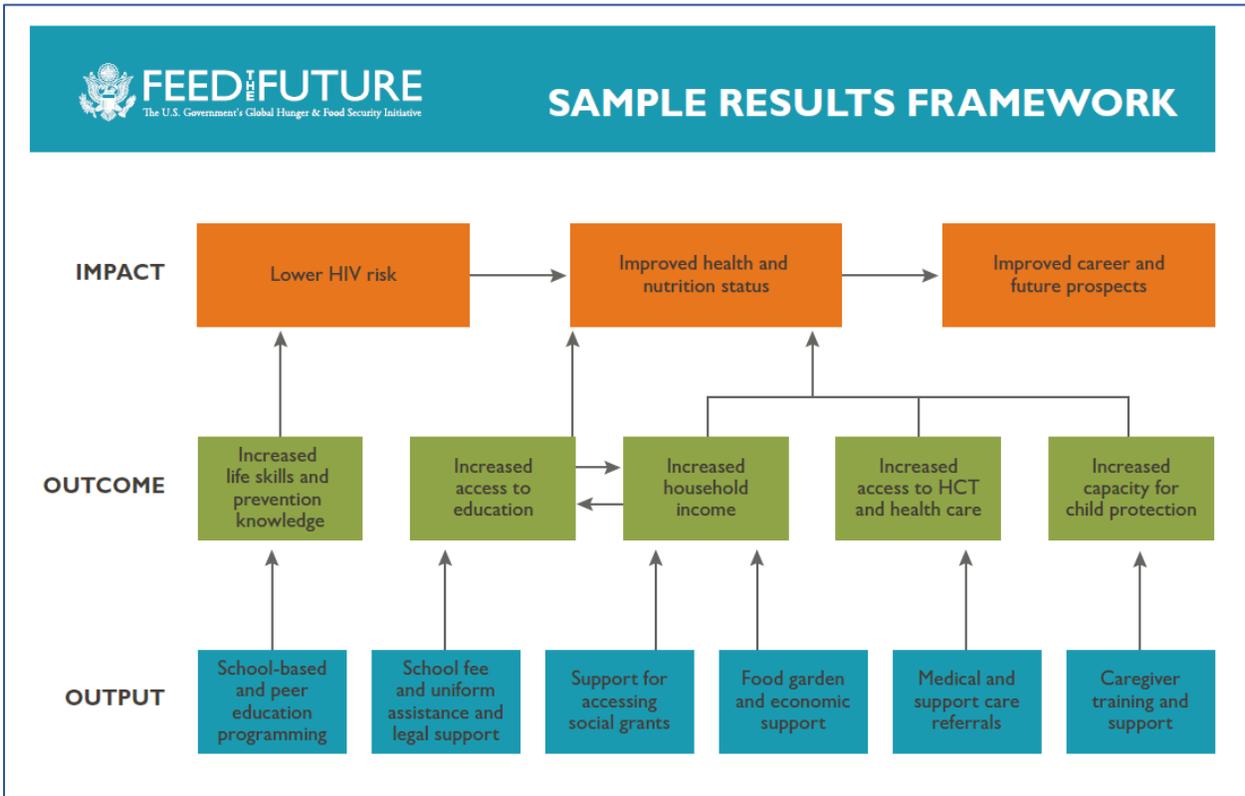
Notes:

Results Framework

Theory of Change	Results Framework
<ul style="list-style-type: none">• Broad• Non-linear and adaptive• Conditions, problems, pathways of change• Big picture	<ul style="list-style-type: none">• Specific• Linear and structured• Outputs, outcomes and impacts with metrics and indicators• Focused and specific

Notes:

SAMPLE RESULTS FRAMEWORK



Notes:

Draw the NUTSENAG Results Framework



**Small Group
Exercise
20 minutes**

Identify the key pathway(s) of change and how they are linked to the NUTSENAG activity outputs, outcomes and impacts.

Draw your Results Framework.

Notes:

Individual Application



Individual
Exercise

Think about an FTF activity you are working on:

- **What is your Theory of Change?**
- **What is your Results Framework?**
- **How does your activity Results Framework relate to the FTF Results Framework?**

Notes:



FOR MORE INFORMATION:

For more information about the Feed the Future Performance Monitoring Course, contact:

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Monitoring, Evaluation and Learning

Bureau of Food Security

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