# FEED THE FUTURE

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

# PERFORMANCE MONITORING

## PARTICIPANT MANUAL



**USAID**
FROM THE AMERICAN PEOPLE

# *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 hesistate 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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Senior Program Advisor
Monitoring, Evaluation and Learning
Feed the Future, USAID

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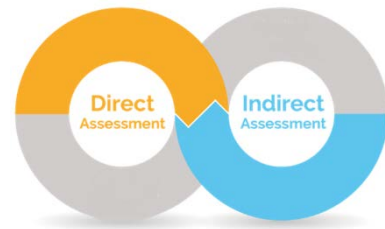Feed the Future, USAID

# *Table of Contents*

SESSION 5:

# Defining Beneficiaries, Baselines and Targets

## *Identifying Direct and Indirect Beneficiaries*

**Notes:**

## Individual Application



Individual
Exercise
10 minutes

Think about an FTF activity you are working on:
- List the direct beneficiaries
- List the indirect beneficiaries

Notes:

# *Establishing Baseline*

**Notes:**

Calculate Reporting Year

1. **Unadjusted Incremental Sales** = reporting year sales – baseline sales
2. **Adjusted baseline sales** = baseline sales / baseline beneficiaries X reporting year number of beneficiaries
3. **Adjusted Incremental Sales** = reporting year sales – adjusted baseline sales

|  | Sales | # Beneficiaries |
|---|---|---|
| Baseline | 120,000 | 4,000 |
| Reporting Year | 1,250,000 | 25,000 |

Graph the results in a stacked bar chart with two bars: unadjusted and adjusted. Total height of bar = reporting year sales; divide each bar into two sections: baseline sales and incremental sales. Label each section with the associated value.

# Baseline Challenge

For your assigned challenge, brainstorm the pros and cons for:
- Topic #1 - Replace incremental sales baseline?
- Topic #2 - Compute rolling baselines?

On a flipchart summarize your arguments.

*Think about implications for implementing partner information systems, previous year's results already reported publicly, and audits.*

Small Group
Exercise
20 minutes

**Notes:**

## Setting Targets

**Notes:**

A target is the specific, planned level of result to be achieved by an indicator within an explicit timeframe with a given level of resources.

**USAID Policy on Performance Targets (ADS 203.3.9)**

- **Required for performance indicators**, but not context indicators
- They should be **ambitious,** yet **achievable**
- **Document the rationale** behind your target setting
- Targets should be expressed in the **same unit as the baseline and actuals**.

*FTF requirements for disaggregate for*
Sex and Technology type

What do these indicators show?
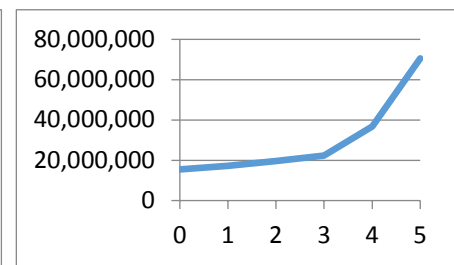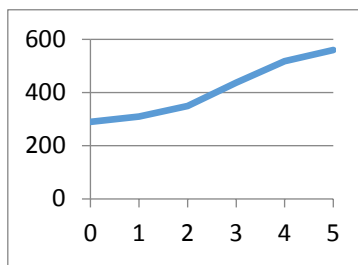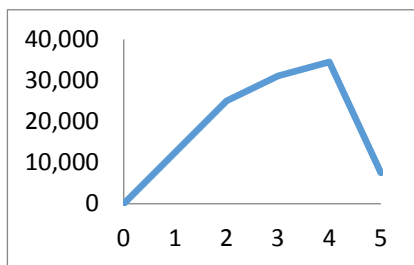
Tools for setting targets:
- Historical data - Trend analysis
- Min/Max analysis
- Benchmarking
- Disaggregation Analysis
- CBA

# Setting Targets Challenge



Small Group
Exercise
45 minutes

ANSFA, the NUTSENAG implementer, needs to set annual targets for their FTF indicators and hires you to help. You are provided with the design documents that set some overall goals and the baseline survey results. You set up a team of 5-6 ensuring that you have a mix of Excel proficiency levels within your team.

Using the baseline results and a set of overall objectives and assumptions for the implementation of NUTSENAG, set annual targets for the 5 years of implementation for:
- 4.5.2.7 Number of individuals who have received short-term training
- 4.5.2.5 Number of farmers and others who have applied improved technologies
- 4.5.2.2 Number of hectares under improved technologies

- Complete the tab "FTFMS Data" for the 3 indicators, including baseline and annual targets
- Document any additional assumptions you need to make to set the targets
- Note how assumptions should be monitored and how these might affect the targets.

Use Excel Spreadsheets for:
- NUTENAG Baseline Survey: Population Level Results
- FTFMS Data

**Notes:**

**NUTSENAG baseline Survey: Population Level Results**

| | Number of farmers | Number of farmers using improved techniques | Number of farmers using improved seeds | Number of farmers using improved cultural practices | Number of farmers using improved post-harvest practices | Area cultivated (ha) |
|---|---|---|---|---|---|---|
| Total farmers - males | 4,873 | 1,048 | 536 | 791 | 0 | 5,862 |
| Total farmers - female | 43,860 | 5,789 | 2,474 | 4,684 | 0 | 40,439 |
| Total farmers | 48,733 | 6,837 | 3,009 | 5,475 | 0 | 46,300 |
| Males cultivating groundnuts | 487 | 97 | 58 | 78 | 0 | 10 |
| Females cultivating groundnuts | 17,544 | 1,754 | 702 | 1,404 | 0 | 877 |
| Total cultivating groundnuts | 18,031 | 1,852 | 760 | 1,481 | 0 | 887 |
| Males cultivating maize | 4,873 | 975 | 487 | 731 | 0 | 5,848 |
| Females cultivating maize | 43,860 | 4,386 | 1,754 | 3,509 | 0 | 39,474 |
| Total cultivating maize | 48,733 | 5,361 | 2,242 | 4,240 | 0 | 45,322 |
| Males cultivating soy | 97 | 29 | 26 | 26 | 0 | 4 |
| Females cultivating soy | 4,386 | 877 | 746 | 833 | 0 | 88 |
| Total cultivating soy | 4,483 | 906 | 772 | 860 | 0 | 92 |

**Assumptions**

1. The implementer (ANSFA) plans on training 220,500 individuals by FY5, of which 210,000 producers and 10,500 entrepreneurs

2. The activity will target women farmers at a ratio of 90% to 10%, but for private sector agents, the implementer does not expect to be able to target women at more than 40%

3. Through training, demonstration sites, and one-on-one advice to farmers, ANSFA will promote improved seed varieties, land preparation practices, cultivation practices, harvesting and drying practices, post-harvest practices and processing, storage and marketing for all 3 value-chains

4. Some of these practices are already being applied by a small percentage of farmers sampled at baseline, but ANSFA expects that its careful mix of interventions will lead to a 90% take up overall of improved practices across all value chains.

5. The use of improved seeds faces constraints that will be dealt with, although the implementer still expect that the take up of this particular technique will be less than the other ones. ANSFA cautiously predicts that 90% of farmers who will be applying new techniques, will be actually using improved seeds. However, it expects that all the other techniques will be fully applied.

6. Every farmer, both male and female cultivate maize, but not all of them cultivate legumes and nobody cultivates both legumes. ANSFA expects to increase the proportion of farmers cultivating legumes from less than 50% to almost 95%, as follows:

| | Baseline | Target |
|---|---|---|
| Males cultivating groundnuts | 10% | 30% |
| Females cultivating groundnuts | 40% | 70% |
| Total cultivating groundnuts | 37% | 66% |
| Males cultivating soy | 2% | 10% |
| Females cultivating soy | 10% | 30% |
| Total cultivating soy | 9% | 28% |
| Total cultivating legumes | 46% | 94% |

7. The activity aims at improving productivity of maize, which every household grows, so as to reduce the land needed for maize and increase land available to grow legumes. ANSFA aims at changing the distribution of land area from baseline to FY5 as follows:

| | Baseline | Target |
|---|---|---|
| Males cultivating groundnuts | 0.02 | 0.20 |
| Females cultivating groundnuts | 0.05 | 0.20 |
| Total cultivating groundnuts | | |
| Males cultivating maize | 1.20 | 1.00 |
| Females cultivating maize | 0.90 | 0.70 |
| Total cultivating maize | | |
| Males cultivating soy | 0.04 | 0.20 |
| Females cultivating soy | 0.02 | 0.20 |
| Total cultivating soy | | |

| Indicator / Disaggregation | Baseline Value | FY1 target | FY2 target | FY3 target | FY4 target | FY5 target |
|---|---|---|---|---|---|---|
| **4.5.2(7): Number of individuals who have received USG supported short-term agricultural sector productivity or food security training** | | | | | | 220,500 |
| Producers | | | | | | 210,000 |
| Sex | | | | | | 210,000 |
| Male | | | | | | 21,000 |
| Female | | | | | | 189,000 |
| People in private sector firms | | | | | | 10,500 |
| Sex | | | | | | 10,500 |
| Male | | | | | | 6,300 |
| Female | | | | | | 4,200 |
| **4.5.2(5): Number of farmers and others who have applied improved technologies or management practices as a result of USG assistance** | | | | | | |
| Producers | | | | | | |
| Sex | | | | | | |
| Male | | | | | | |
| Female | | | | | | |
| Disaggregates Not Available | | | | | | |
| Technology type | | | | | | |
| crop genetics | | | | | | |
| cultural practices | | | | | | |
| livestock management | | | | | | |
| wild fishing technique/gear | | | | | | |
| aquaculture management | | | | | | |
| pest management | | | | | | |
| disease management | | | | | | |
| soil-related fertility and conservation | | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| irrigation | | | | | | |
| water management (non-irrigation) | | | | | | |
| climate mitigation or adaptation | | | | | | |
| marketing and distribution | | | | | | |
| post-harvest - handling and storage | | | | | | |
| value-added processing | | | | | | |
| other | | | | | | |
| total w/one or more improved technology | | | | | | |
| Commodity | | | | | | |
| Groundnut | | | | | | |
| Maize | | | | | | |
| Soy | | | | | | |
| Others (rest of data not included) | | | | | | |
| **4.5.2(2): Number of hectares under improved technologies or management practices as a result of USG assistance** | | | | | | |
| Sex | | | | | | |
| Male | | | | | | |
| Female | | | | | | |
| Disaggregates Not Available | | | | | | |
| Technology type | | | | | | |
| crop genetics | | | | | | |
| cultural practices | | | | | | |
| livestock management | | | | | | |
| wild fishing technique/gear | | | | | | |
| aquaculture management | | | | | | |
| pest management | | | | | | |
| disease management | | | | | | |
| soil-related fertility and conservation | | | | | | |
| irrigation | | | | | | |
| water management (non-irrigation) | | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| climate mitigation or adaptation | | | | | | |
| marketing and distribution | | | | | | |
| post-harvest - handling and storage | | | | | | |
| value-added processing | | | | | | |
| other | | | | | | |
| total w/one or more improved technology | | | | | | |
| Commodity | | | | | | |
| Groundnut | | | | | | |
| Maize | | | | | | |
| Soy | | | | | | |

## Individual Application

Individual
Exercise
15 minutes

- What are your key learnings from this session?

- Think about an FTF Activity you are working on:
    - Who are the direct beneficiaries?
    - The indirect beneficiaries?
    - How will you determine your baselines?
    - What targets will you set?

**Notes:**

**Additional Resources:**

## FOR MORE INFORMATION:

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