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MONITORING FACILITATION ACTIVITIES

REPORT TO USAID/UGANDA ON LEO/MPEP/BFS TDY

24 FEBRUARY 6 MARCH, 2014

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This publication was produced for review by the United States Agency for International Development. It was prepared by Elizabeth Dunn (Impact LLC for ACDI/VOCA), Raquel Gomes (USAID/MPEP), and Tatiana Pulido (USAID/BFS) with funding from USAID/MPEP's Leveraging Economic Opportunity (LEO) project.

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EXECUTIVE SUMMARY

This report describes the findings and recommendations from a joint LEO/MPEP/BFS TDY to support USAID/Uganda between February 24 and March 6, 2014. The purpose of the TDY was to assist Mission staff in improving monitoring approaches for facilitation activities in general and for these four activities in particular:

1. Agricultural Inputs (Ag Inputs),
2. Commodity Production and Marketing (CPM),
3. Enabling Environment for Agriculture (EEAA) and
4. Growth, Health and Governance (GHG).

The first three activities are components of the Feed the Future Value Chain (FTFVC) project, while the fourth is a Food for Peace activity. This report is based on meetings with USAID/Uganda staff and implementing partner staff in their Kampala offices. In addition, the TDY team completed site visits to observe Ag Inputs and CPM activities in the field. The report emphasizes findings and recommendations in these areas:

- Measuring early change and early progress under facilitation approaches,
- Measuring scale of outreach to secondary contacts, and
- Challenges and relative utility of indicators currently included in formal M&E systems.

MEASURING EARLY CHANGE

In comparison to direct delivery approaches, facilitation approaches exhibit a slower initial trajectory for the types of indicators typically included in official M&E frameworks (e.g., number of farmers receiving benefits, number of hectares under improved production practices, number of households earning additional income). Since there is a relatively long wait to begin detecting results on these traditional indicators of scale, USAID/Uganda is seeking alternative M&E approaches to confirm that activities are making adequate progress during the initial year(s). The Mission wants to monitor early progress not only for accountability purposes, but also to be able to tell a common story about what is being accomplished across the activities in the FTFVC project.

Since all four activities are actively working on improving relationships, the report recommends that Mission and implementing partner (IP) staff consider tracking changes in relationships as indicators of early progress toward inclusive growth. Since three of the activities are working to improve relationships between similar types of market actors, it should be possible to combine their findings into a cohesive narrative. The report offers the following guidance on tracking relationship change:

1. **Begin with 1-2 key relationships**. Stories of early change can be captured by analyzing changes in a few key relationships at a time. As interventions evolve over time, the focus may shift to different relationships in the system.

2. **Start simple, but consider using visualization tools from social network analysis**. Initial mapping of relationships and networks can be completed with simple pen and paper as the team conceptualizes the relationships and discusses what is changing and what is not.. More advanced mapping can be done with free, downloadable software (e.g., Net-map Toolbox and Cytoscape).

3. **Track change related to both the quantity and quality of relationships**. Measurements on the quantity of relationships provide information on the scale of change. Examples of relevant quantity measurements include the number of rural traders working with village procurement agents, the number of village agents associated with each trader, and the number of farmers who sell to each village agent. Other quantity measurements—such as sales volume, revenue flows, number of repeat transaction and credit flows—provide information on the depth of change, along with quality measurements such as the provision of embedded services, information sharing, and indicators of trust and transparency.

MEASURING SECONDARY CONTACTS

Activities using a facilitation approach minimize direct provision of goods and services to intended beneficiaries, while focusing instead on changing relationships among market actors, introducing new business models and encouraging productivity-enhancing investments. As a result, facilitation usually means that the largest number of target beneficiaries—in this case smallholder farmers in Uganda—are reached through other value chain actors. Given that Feed the Future recently expanded the definition of direct beneficiaries to include those so reached, USAID/Uganda sought recommendations from the TDY team about how to improve their approaches for measuring secondary beneficiaries. Recommendations in the report include the following:

1. **Consider collecting farm-level data digitally**. Digital data collection, through the use of smart phones or tablets, avoids the labor-intensive process of compiling data from hand written forms as well as errors introduced during transcription. By reducing the costs and improving convenience, this could help to encourage private sector collaborators to deliver quality data in a timely way.

2. **Clarify the business case for record keeping**. Traders, input suppliers and village agents will have incentives to collect monitoring data if they believe that the data serve a legitimate business purpose. Rather than pay for data collection (which is not sustainable), it would be better to reduce the range of data that are collected by limiting it to information that is valuable to the business. The disadvantage of this approach is that there are limits on the types of data for which there is truly a legitimate business case.

3. **Use information on network structures to estimate outreach to secondary contacts**. Exploit information about the relationships in the network structure to estimate outreach to secondary contacts rather than attempting to measure it directly.

CURRENT M&E SYSTEMS

The official M&E systems for the activities serve important external accountability functions by tracking progress toward Mission development objectives and generating standardized information that can be aggregated at the global, Mission and DO levels. However, all four activities place substantial reliance on parallel, non-official monitoring systems to inform facilitation strategy and guide daily management decisions. The report includes the following suggestions and recommendations for the Mission:

1. **Review activity M&E plan indicators**. Required indicators are infrequently used by IP staff for capturing early progress, being too high level to effectively tell the story of USAID's investment in the early years of an activity. Moreover, while these indicators are useful to USAID and CORs, they are less useful to IP staff for performance monitoring and management purposes. It is recommended that USAID/Uganda review these indicators to ensure (1) a balance between output and

outcome indicators, and (2) appropriateness of indicators being reported now that implementation has commenced among activities. Since many of the existing indicators are required under various Agency-wide initiatives, the Mission can provide feedback to relevant focal persons on the utility of these required indicators.

2. **Review combination and frequency of IP reporting requirements**. In addition to mandated annual and quarterly activity reporting, IPs also collect data and success stories on a weekly and/or monthly basis to report to USAID/Uganda. The Mission should review the purposes, complementarities and possible overlaps between these reporting requirements in order to minimize the reporting burden on IPs while still ensuring that Mission staff receives the essential information they need.

3. **Better utilize the PRS and FTFMS data**. Both the PRS and FTFMS are repositories of information collected over several years of implementation, and there are opportunities for Mission staff to more fully utilize the data to inform management decision making. The Mission should hold formal and informal events such as presentations, brown bags and poster sessions where the data can be shared with USAID staff and IPs. The Monitoring, Evaluation and Learning program, as the future steward of the PRS, could take a leading role in facilitating this sharing of information.

4. **Develop mission guidance to further refine indicator definitions**. To create consistency and address definition gaps in current USAID/W indicator definitions, the Mission should develop an addendum or guidance document for USAID/Uganda implementing partners that further clarifies indicator definitions and reporting requirements around narratives.

I. INTRODUCTION

USAID/Uganda is among several USAID missions facing challenges monitoring the scale of outreach and outcomes at the firm- and household-levels for activities using a facilitation approach. To help address this challenge, the Mission welcomed a joint LEO/MPEP/BFS TDY for the purpose of improving monitoring approaches for four activities using facilitation in Uganda, namely Ag Inputs; Commodity, Production, and Marketing (CPM); Enabling Environment for Agriculture Activity (EEAA); and Growth, Health, and Governance (GHG). The TDY team, consisting of Elizabeth Dunn (LEO), Raquel Gomes (MPEP) and Tatiana Pulido (BFS), worked closely with Mission staff and IPs while in Uganda between February 24 and March 6, 2014.

As described in the work plan, the TDY set out to improve monitoring approaches for facilitation through the following three objectives:

1. Deepen familiarity with the facilitation approach among targeted Mission staff and for a broader set of partners within Uganda's project portfolio.
2. Share knowledge about what other Missions, donor agencies and practitioners are doing to address the challenge of effectively monitoring and evaluating facilitation activities, including indicators for assessing early progress, measuring systemic change and estimating spillover effects.
3. Improve the reliability and cost-effectiveness of data collection methods used to measure FTF and other indicators for facilitation activities.

This report describes the activities, findings, and recommendations related to each of these objectives. Section 2 briefly describes how the TDY helped deepen the familiarity with facilitation among Mission staff and implementers. Section 3 turns to the challenge of measuring early change in facilitation approaches—it briefly reviews the experience of other donors and Missions, summarizes current practice across the four activities in Uganda, and describes implications for how these activities can better capture early change. Section 4 shifts to the challenge of measuring secondary contacts, following the same structure as the discussion on early change. Section 5 addresses the challenges, costs, and utility of required indicators. Lastly, Section 6 concludes with recommendations.

In reflecting on the outcomes of this TDY, it is important to keep in mind what it represents for both the Mission and LEO. For the Mission, this TDY reflects the next step in a series of efforts that has led to the Mission becoming a trailblazer with facilitation across its portfolio—the Mission resourcefully worked through collaborative learning and adapting to socialize an understanding of and appreciation for the expected benefits of facilitation approaches, including by working closely with its IPs and supporting partners' own internal trainings and support with facilitation. With facilitation-based activities now well underway, the Mission and IPs face the real challenge of measuring early change and the impacts on target beneficiaries—smallholder farmers—who are reached indirectly through these activities. The need for the Mission and IPs to learn from implementation is compounded by the real pressures for accountability associated with any donor-funded activity.

LEO, meanwhile, is in the first year of a three-year effort aimed at improving the design, implementation, monitoring, and evaluation of facilitation approaches. As much as LEO has learned from earlier facilitation efforts within USAID and from other donors, there is still a need for well documented experiences from which to draw guidance on best practices. Uganda was the first of LEO's series of TDYs meant to contribute

to a body of evidence that can substantiate this much needed guidance. LEO therefore presents this report in the hopes that it provides some actionable ideas that will help the Mission and its IPs in better capturing the benefits of facilitation now, as well as concrete ideas for continued collaboration toward developing guidance on monitoring facilitation approaches in the years ahead.

II. IMPROVING UNDERSTANDING OF FACILITATION

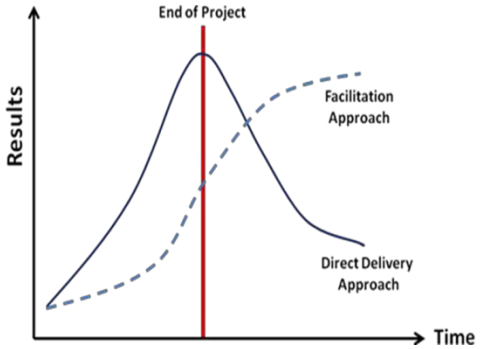
This TDY contributed to the Missions and IPs' understanding of facilitation in the following ways:

- Presentation of an executive course on the "State of Practice of Facilitation" by Dr. Elizabeth Dunn at the Mission, open to members of the Office of Economic Growth and other offices.
- Meetings with IPs and USAID CORs and M&E staff focused on understanding how each activity currently monitors their work. Initially designed to provide the TDY team with information on each activity, these meetings turned out to be valuable platforms for learning and sharing, both among the implementing partner staff, as well as across USAID and partners.
- Field visits to Lira and Masindi. Similarly, the visits to field sites for CPM and Ag Inputs interventions served as an opportunity for additional learning by Mission staff and implementers, as the TDY provided a framework for conversations around monitoring in greater detail than those in which Mission staff generally engages during field visits. This helped to validate and extend the learning from the meetings in Kampala.
- Workshop facilitated by the TDY team to share preliminary findings on M&E for facilitation activities with Mission staff and IPs from the four reviewed activities and other activities also under the FTFVC Project.

III. MEASURING EARLY CHANGE

The Mission needs to have a way to assess whether its activities are moving in the right direction, thus the focus on measuring early change. Yet measuring early change in facilitation approaches is technically different than measuring early change in traditional direct delivery approaches. Compared to direct delivery approaches, facilitation may be slower to reach large numbers of intended beneficiaries, but also more likely to maintain high outreach numbers after an activity has ended. Figure 1 illustrates these differences in expected trajectories of firm- and household-level results over time under the two approaches.

Figure 1. Results Trajectories for Facilitation and Direct Delivery Approaches



The challenge for the Mission is that the traditional performance indicators are not useful in terms of reflecting whether or not an activity is making reasonable progress during the initial period. Thus the Mission has a need for alternative ways to verify and communicate that adequate progress is being made in early years.

THE EXPERIENCE OF OTHER MISSIONS/DONORS

Reviewing the experience of other missions and donors reveals several examples of facilitation activities currently collecting data to measure early change. Of the six activities described in Table 1, the four activities funded by DFID have adopted the DCED Standard or some variation of the Standard. PROFIT, funded by USAID, used causal models and industry pathways to identify progress indicators. The reader, however, is encouraged to take these findings as a simple signal of other experiences from which Uganda can learn. Project documents rarely provide the level of detail helpful in understanding how particular methods are applied in practice and how useful they are for program management and reporting. LEO plans to better document these experiences by connecting with key implementers and other Missions.

Table 1. Other Donor Activities Measuring Early Change

Activity & Source	Measures early change in terms of…	Methods for capturing early change	Resources
Bangladesh **Katalyst** DFID/SIDA/SDC/EKN—Swisscontact	• Project activities • Capacity of distributors, retailers, and agrovets of providing information and inputs to farmers • Behavior of other distributors, retailers, and agrovets • Farm-level behavior change (choice of inputs and production practices)	DCED Standard, which includes designing results chain, defining indicators, establishing baseline, predicting results, collecting data, analyzing data, using and reporting results.	"Consultancy Report: Added value of using the DCED Standard in Bangladesh from a donor's perspective," Dec 2013; Case Study of DCED Standard: Maize production in Bangladesh with Katalyst (nd)
Bangladesh **SDVC I** Gates—Care (2007-12)	• Market dynamics and market relationships	Uses a combination of tools, including: • Participatory performance tracking for iterative learning and program management • Group members progress assessment • Livestock health workers' progress assessment • Collectors' progress assessment • Team progress format	SDVC Case Study: M&E presentation for Care webinar, Apr 2012
Kenya **KMAP** DFID—Adam Smith Int'l, Kenya Markets Trust (2011-16)	• Behavior change (formal and informal rules and how they affect relationships, capacities, and incentives) • Momentum • Enterprise performance • Context • Their role as facilitators (creating change or dependency)	DCED Standard	KM & Results Measurement Staff Handbook, Module 2
Nepal **SAMARTH** DFID—Adam Smith Int'l, Springfield Centre, and Swisscontact (2012-17)	• Enterprise performance (yield, purchase and use of inputs, awareness of new technologies) • Market system change (investments and behaviors) • Systemic intervention (project activities)	During pilot phase, project uses "augmented" results chain—a DCED-type results chain that includes steps and outcomes for "second wave" (indirect) effects. Beyond the pilot phase, analyzes data that reflect elements of systemic change by how stakeholders Adapt, Respond, Expand, and Adopt.	"Making Sense of 'Messiness': Monitoring and measuring change in market systems—a practitioner's perspective," Feb 2014
Nigeria **PrOpCom** DFID—Chemonics (2008-11)	• Activities carried out • Changes in capacities and behavior of input and service suppliers • Increased interaction between suppliers and SMEs • Increased use of services by SMEs • Improved SME productivity and profits	DCED Standard	*PrOpCom Guideline on Monitoring, Impact Assessment, and Reporting*, by Sadia Ahmed (nd)
Zambia **PROFIT** USAID—CLUSA (2005-10)	Key benchmark indicators, including: • Activities carried out • Number and value of agreements between farmers and service providers • New entrants providing services to farmers	Uses industry causal models and industry pathways to pinpoint key benchmark indicators related to each of its program activities.	"Causal Models as a Useful Program Management Tool: Case Study of PROFIT Zambia," Oct 2007
Zambia **PROFIT+** USAID—ACDI/VOCA (2012-16)	Two types of indicators to track project performance: • those to be tracked through routine measurement (like a traditional M&E system) and • those to be tracked through routine observation	[Project document does not describe approach to capturing early change]	PROFIT+ Monitoring and Evaluation Plan, July 2013

CURRENT PRACTICE IN UGANDA

To understand how the four activities in Uganda currently measure early change, the TDY team met with Mission and IP staff for each of the activities to review their monitoring approaches. None of the four activities are currently making a comprehensive effort to measure early change, although across them they are using a variety of tools. While some tools are more systematic than others, they either already provide insights into early change or could become a source for information on early change.

GHG

GHG uses a number of tools for monitoring early change, including detailed results chains. These should not be confused with USAID's results frameworks, which are diagrams of cause-effect relationships among a number of inter-related results at the CDCS level. In other words, results frameworks connect activities to broader development objectives. Results chains, in contrast, are specific to the intervention level and reflect causal relationships at each step connecting interventions to higher level results, with a progress indicator at each step. GHG's results chains identify a series of causal results, each result accompanied by a set of interventions that will lead to that given result. For instance, the "availability of high quality inputs increased" depends, in part, on "agents conducting outreach, extension, and collecting orders," which is assumed to support demand for inputs. For agents to conduct outreach, provide extension and collect orders, GHG will coordinate orientation of new agents, monitor input sales and embedded services, and evaluate agents' extension services for farmers. GHG will monitor progress by assessing the number of orders received by retailers through agents.

GHG has developed eight such detailed results chains, specifying discrete interventions working toward each result, along with indicators for monitoring progress. The results chains are designed to be used during quarterly planning discussions and revised when new information emerges to identify holes in planning or significant changes in the context. For example, when GHG learned of a free seed distribution program planned by NGOs in Karamoja (an event that occurs frequently in the region), they adapted their results chain to include a line of results leading to NGO procurement through the GHG-supported network of local seed retailers, thus mitigating the distortionary effect of ongoing distributions. While some of the indicators in GHG's results chains can be easily measured, other indicators will require more elaborate data collection approaches.

GHG has also experimented with a network mapping tool (Cytoscape) to map networks of food traders. Recognizing the importance of understanding the nature of relationships beyond a simple mapping of who is connected to whom, GHG suggested some possible signals to consider:

- **Throughput**, measuring the volume of inputs moving through channels in the system. This is a common element across everything GHG is doing. GHG notes throughput itself does not guarantee sustainability, but it is easy to communicate and has a baseline.

- **Platforms**, the input distribution network that GHG has put in place. GHG identified platforms and access points, reflected in results chains. In finance, for instance, GHG did credit analysis, identified partners they could work with and the challenges these partners faced (such as lack of trust and skills), then engaged a partner to strengthen the capacity of SACCOs to build trust. GHG expects to see these SACCOs over time serving the communities where they are located.

- **Self-investment**, actors investing their own resources. When actors within these systems themselves start investing more in their businesses and in their relationships with others, this is viewed as yet another sign of early change.

- **Crowding–in**, when actors not involved in GHG's market development work hear about new business opportunities and approach project partners as buyers/suppliers.

AG INPUTS

Ag Inputs learns from its interventions through after action reviews (AARs) for workshops, trainings, joint marketing and promotion events, and mentoring (e.g., following up with radio broadcasters to assess the usefulness of mentoring they may have received through Ag Inputs). These AARs draw from staff meetings after each intervention, as well as from "evaluations," through which the Ag Inputs team uses routine templates to capture investments, business opportunities identified as a result of the intervention, and any suggestions for improvements.

Ag Inputs is working through selecting a combination of tools to capture change on a periodic basis and launch more investigative tools to qualify the discernable change:

- **Trial use of Most Significant Change**. Ag Inputs experimented with using Most Significant Change, a participatory monitoring approach that involves collecting and analyzing stories describing outcomes stakeholders deem as most important. They were dissuaded, however, to continue using this approach for two reasons: first, they did not see the utility of using the method as prescribed to compare and contrast different stakeholders' perspectives about change; and second, they could not readily discern a way to adjust the method to capture expected and unexpected changes in a way that was systematic and consistent over time.

- **Progress M&E**. Ag Inputs in partnership with Engineers without Borders (EWB) is developing progress M&E, focused on near-term effectiveness of activities to achieve desired results (e.g., specific performance improvements in a firm) and overall progress toward outcomes that are part of their strategic approach to promoting role models, developing support systems and fostering "networks & noise," described as generating "disruptions to the status quo in the agro-inputs distribution chain that overcome peoples' inertia to and speed the momentum of systemic change toward customer-oriented business practices."[1]

- **Systemic M&E**. Similarly, Ag Input is also working with EWB in defining methods for monitoring broader changes the activity is aiming to promote. This effort is developing ways of getting at three types of changes:
    - Unexpected changes.
    - Changes in performance of and relationships between actors in the agro-inputs industry, such as coordination in relationships, information flows, access to and use of support systems and services, and ongoing innovation.
    - Higher-level changes in terms of use of agro-inputs, availability and accessibility, demand for and awareness of, and prevalence of counterfeits.

[1] See Ag Inputs' draft concept note, "USAID FTF Agricultural Inputs Activity: Revising its Performance Management Plan."

CPM

CPM has several sources for informal monitoring and learning, namely:

- **Planning meetings**. The CPM staff interacts at the level of regional managers on a weekly basis, sharing that information with commodity directors, who in turn share it with the value chain managers. At the end of the month, staff review activities.
- **Learning sites**. CPM works with village agents to set up demonstration sites to promote innovations in agricultural production practices. Data collection at the learning sites is designed to estimate spillover effects.
- **Stakeholder meetings**. In January 2014, CPM sponsored a three-day stakeholder meeting with 95 traders, village agents, exporters, and others as a way to raise awareness and build relationships among actors. CPM staff reported that they learned valuable information about stakeholder relationships during the meeting.
- **Behavior change studies**. CPM has a rural sociologist on staff as a Behavior Change Specialist, who is developing several studies to help CPM better understand the relationships, behaviors, and rules governing Uganda's maize, beans and coffee sectors.

CPM's program management and implementation efforts—such as planning meetings and stakeholder events—implicitly cover elements of early change, although these elements may not be explicitly recorded or reported. Lessons from CPM's learning sites, for instance, are in themselves early outcomes—as village agents test improved varieties and production practices, what they learn affects the choice of technologies which they in turn promote among farmers. Experiences from learning sites can also test certain assumptions about adoption. As one such example, CPM sought to introduce climbing beans adapted for high altitudes, expected to have higher yields and shorter growing seasons compared to traditional varieties. Despite its apparent advantages from a productivity perspective, CPM observed that farmers limited their adoption of the improved variety (e.g., investing in 1 kg instead of 10kg of seeds) because of the difficulty of sourcing and placing the wooden stakes on which the beans grow.

EEAA

EEAA has regular planning meetings in which staff members reflect on their experiences with different interventions, but it does not yet have a systematic way of recording what staff members are learning throughout the process. What is not being captured that is particularly relevant to EEAA at this early juncture is its progress in building trust in relationships with the government of Uganda. This is a different challenge from that of other activities, where the relationships of interest are among market actors. For EEAA, its relationship with the government is essential in leveraging any policy reforms of interest. And in Uganda, this was a new way of working with government officials in the sense that officials were being asked to identify their priority issues and then collaborate with EEAA to resolve these issues. It is more of a facilitation approach in that government officials are expected to invest their own resources in resolving the problems they have self-identified.

IMPLICATIONS

The experience of these four activities in learning or capturing early change (in whatever form) suggests the following implications for how the Mission and partners can collaborate in improving how to measure early change:

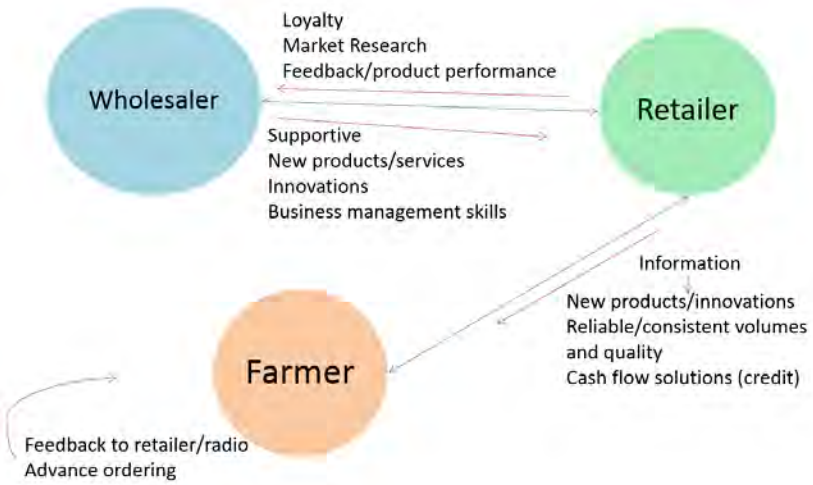
- **There is no one single indicator of early change.** During in-brief conversations with Mission, one idea discussed was that of a single indicator of early change that could be used across the four activities; something that would allow the Mission to tell a single story of progress at the PAD level of the Value Chain Project. As the TDY team learned more about each activity's objectives and implementation approaches, it became clear that a single indicator would not effectively reflect the change that is relevant across the activities.

- **The activities share untapped opportunities for communicating early change.** Although none of the activities are systematically reporting early change, they each reflect on their progress through some system, ranging from results chains to the use of AARs, team meetings, and other informal communications across all the activities. Each of the IPs have a clear sense of what they see as early change and have sources of information that could help track improvements in relationships:
    - GHG uses results chains, which include indicators associated with discrete interventions expected to lead to higher-level outcomes (see Annex 1 for an example).
    - Ag Inputs' planned progress and systemic indicators, once effectively implemented, should reflect early change.
    - CPM's monitoring system captures data that could reflect early change, such as early trends in the number of village agents working with each agrodealer, number of farmers working with each village agent, and combination of services offered by agrodealers to village agents or by village agents to farmers.
    - EEAA relies on staff tacit knowledge about what constitutes improved relationships early on, especially those key relationships with government agencies and stakeholders in the target sectors that are fundamental to advancing EEAA's policy agenda.

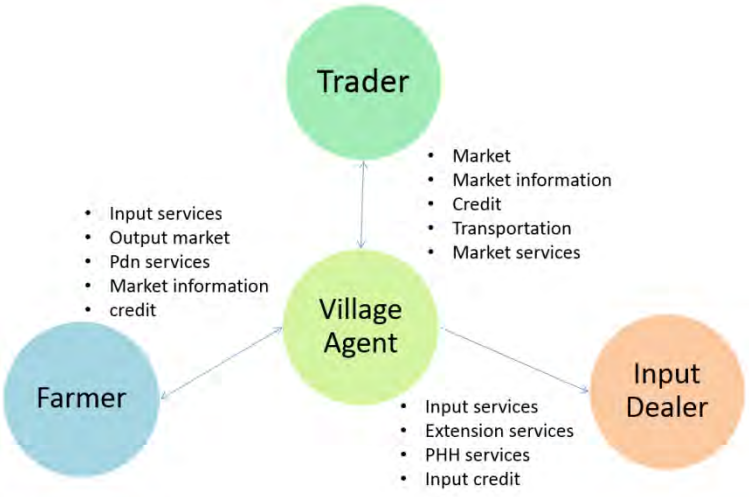
- **Much of the early change across the activities is reflected in key relationships within each activity.** In using a facilitation approach, the four activities see that much of what they are accomplishing in this early stage of implementation relates to creating or improving relationships among key actors. This idea was the focus of a working session during the closing workshop, conducted as part of this TDY, in which representatives of each activity paired up with their CORs, answering the following questions around relationships: What relationships (between whom?) is the activity trying to create/strengthen? What purpose does this change serve? And what does a strengthened relationship look like? Below are the outcomes of this brief exercise:

    Ag Inputs focused on two relationships: wholesaler-retailer and retailer-farmer, noting the dual direction of these relationships. Strengthening these relationships could generate demand for business services that could boost agrodealers in ways that also benefit farmers. From wholesalers to retailers, signals of strengthened relationships could be a more supportive relationship, with the wholesaler providing business management skills and information flows. From retailers to wholesalers, they noted the importance of feedback on product performance and loyalty. In the retailer-farmer relationship, stronger relationships could be reflected in consistent volumes

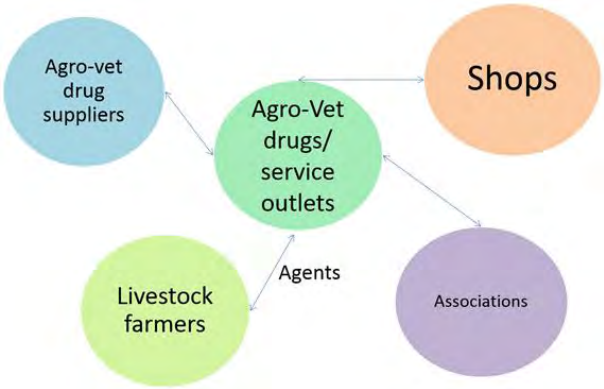
of input, quality of inputs, and more information and guidance on input use from retailers to farmers. In the direction of farmers to retailers, stronger relationships could be reflected in feedback on products and services and advanced ordering.



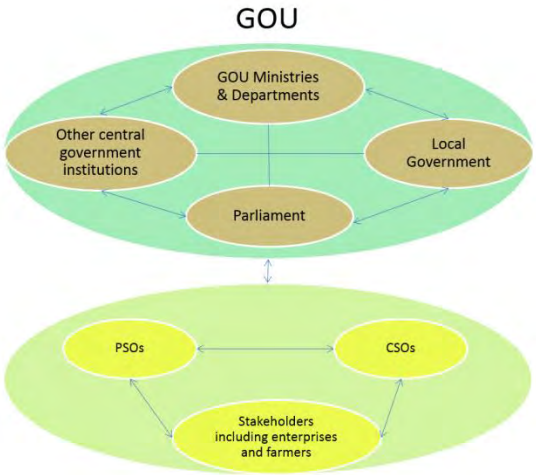
CPM noted the importance of both horizontal and vertical relationships in their activity, and focused this exercise on vertical relationships. The purpose of these relationships is to strengthen the relationship between traders and village agents as a way to improve farmer access to competitive markets. The group identified key relationships centered on the village agent—their relationships with traders, input suppliers, and farmers. Across the board, signal of improved relationships could include the provision of more and better support services, such as inputs, extension, information on standards, and credit. Also relevant across the board would be repeated transactions between the set of actors and, when relevant, the explicit rewarding for quality (such as quality-based premiums).



GHG focused its discussion on the provision of animal health services to farmers, with the goal of increasing access. Among the problems they realized on the ground are that suppliers of livestock services are few, prices are high, and productivity is low. So they mapped out who are the players, and identified which relationships could be strengthened or even needed to be created in the first place.



EEAA identified three sets of relationships on which EEAA has to focus to help improve policy formulation and implementation: inter-government (including across different levels of government and within ministries), between non-government stakeholders (including farmers), and between the government and stakeholders. Success in this case would be reflected through improved trust, coordination, and information flows between actors (such as statistical information).



IV. MEASURING SECONDARY CONTACTS

The facilitation approach to implementation stimulates change in market systems without taking a direct market role or becoming an essential actor in the system. Activities using a facilitation approach minimize direct provision of goods and services to intended beneficiaries. Instead, they focus on changing market relationships among value chain actors, introducing new business models and encouraging investments in new technologies that improve productivity and increase local availability of food and other needed goods and services. As a result, facilitation in agricultural value chain development activities usually means that the largest number of target beneficiaries—in this case smallholder farmers in Uganda—are reached indirectly through beneficiaries' value chain relationships with other firms. This type of indirect contact with target beneficiaries can complicate the process of measuring scale of outreach and tracking beneficiary outcomes over time.

THE EXPERIENCE OF OTHER MISSIONS/DONORS

In preparation for the TDY, the team reviewed the experiences of nine other activities, funded by USAID and donors, to determine how they measure secondary contacts. All but one activity reported collecting farm- or household-level data directly through the implementing partner, using a combination of surveys, questionnaires, and farm records. It appears that in only two cases—PCE in Senegal and Zambia Profit—did activities collect farm-level data indirectly, through record-keeping done by private sector collaborators.

Table 2. Donor Activities Measuring Secondary Contacts

Activity	FTF	Methods for collecting farm/household level data *IP: Implementing partner (e.g., CARE, ACDI/VOCA, Mercy Corps, etc.)* *Collaborator: Private sector partner adopting pro-poor innovation*
Bangladesh **SDVC** Gates—CARE (2007-12)	N	**IP**—Participatory Performance Tracking
Ethiopia **AGP-AMDe** USAID—ACDI/VOCA (2011-16)	Y	**IP**—Structured interviews/activity records; interviews with partners provide information related to their outreach to MSMEs/farmers
Ethiopia **PRIME** USAID—Mercy Corps (2013-18)	Y	**IP**—Stakeholder and beneficiary surveys; possibly use baseline, mid-line and end of project household survey and reports from collaborators
Ghana **ADVANCE** USAID—ACDI/VOCA (2009-14)	Y	**IP**—Surveys and qualitative assessments, farmer surveys; collection through producer organizations, standardized group questionnaires, farm records triangulated with data from partners and official sources
Kenya **KBDS** USAID—Emerging Markets Group, Ltd. (2002-07)	N	Assuming **IP** (as drawn from evaluation)
Kenya **KMAP** DFID—Adam Smith International	N	**IP**—Review of partner records
Nigeria **PrOpCom** DFID—Chemonics (2008-11)	N	**IP**—Through both M&E team and "market teams"
Senegal **PCE** USAID—Engility (2009-13)	Y	**Collaborator**—Partners commit to collect and transmit data; IP supports capacity building for partners in data collection and M&E
Zambia **PROFIT+** USAID—ACDI/VOCA (2012-16)	Y	**IP and Collaborator**—IP uses "aggregation and sales points" to collect data for computing gross margin and incremental sales

Note: Methods were compiled from project documents, which may not have reflected what each activity did in practice.

CURRENT PRACTICE IN UGANDA

Of the four activities, only CPM is currently required to report on the number of secondary contacts on a quarterly basis. In order to do so, CPM has clearly defined procedures for measuring (and reporting on) the number of smallholder farmers reached indirectly. Ag Inputs and GHG also reach smallholders through other market actors. While Ag Inputs has not been required to report on smallholders, they are now exploring ways of doing so. GHG, on the other hand, will evaluate impacts on farmers using data collected in a baseline and (future) endline survey. EEAA does not and will not measure the number of smallholders reached since it is designed to work principally at the national level to improve policies that may potentially affect entire sectors (maize, beans or coffee) rather than individual farmers.

For **CPM**, farmers are reached through village (procurement) agents, who are the representatives of rural buyers/traders of corn and grain. CPM works directly with the grain buyers/traders to encourage traders in the use of the village agent model. CPM provides training and a set of forms to the village agents, who are responsible for collecting handwritten data about the smallholders who sell their corn/beans/coffee to the village agents and who visit the learning sites located in the villages. Data recorded at the learning sites includes rough estimations of the potential for spillover. Responsibility for recording the data falls on a team of three Kampala-based staff at CPM. Table 3 summarizes the forms and processes CPM uses to collect data.

Table 3. Summary of CPM Monitoring Forms

Form 1:	**The Training Record Form** Name, age, sex, village, type of individual (e.g., farmer, VA/CBF/Extension Worker, Trader, Processor, Agro-Input Dealer, Village Farm Input Agent, Hullers, Bank Staff, Exporter), telephone, and signature of all training participants **Collection**: Village agents collect and compile data, CPM staff collects packet monthly, reviews, and submits to CPM Kampala headquarters. Village Agents are given a monetary incentive (500 shillings) per form completed
Form 2:	**Value Chain Data Collection Form** Detailed and sex-disaggregated data on enterprise technology adoption, labor saving technologies, media programs, youth apprenticeships, public-private partnerships, public dialogue mechanisms, bank loans, business development services **Collection**: Filled out by CPM field staff quarterly
Form 3:	**Exporter and Processor Data Collection Form** Name of the business/exporter, gender, district, age, village, and sub-county. Monthly data on number of traders in the supply chain, number of CBOs/unions/societies in the supply chain volume if produce purchased and exported, number of e-payments received and made, and meters cubed of installed/improved storage capacity data are broken out by month **Collection:** Completed by CPM regional office staff quarterly, collecting data from store owners. Forms are reviewed and approved by the regional CPM manager before being sent to the CPM Kampala office
Form 4:	**Trader Data Collection Form** Identical to form 3 in data collected and process of data collection **Collection:** Same as Form 3, but from traders
Form 5:	**Village Agent Data Collection Form** Information on the village agent (name, sex, name of trader, crops, date village agent recruited, location), farmers in the supply chain (sex disaggregated), groups in the supply chain, volume of produce purchased, and value of inputs sold in UG shillings **Collection:** Completed by CPM regional office staff quarterly, collecting data from village agents.

Form 6:	**Demonstration Plot Data Collection Form** Season, year, location of demonstration plot, trader and village agent name and sex, host farmer name, gender, age, location, crop, variety, plot size, treatment yields, and number of famers exposed to the demonstration plot (sex disaggregated); dates of planting, weeding, pesticide application, and harvesting is also collected **Collection:** Completed by the village agent with a small monetary incentive for record keeping; reviewed and collected by CPM staff after harvest (twice a year).
Form 7:	**Member/Group Register for Village Agents** Name of village agents, name of trader, crops, telephone, and reporting period, and the farmers and groups serviced (name of group, duration of relationship with individual/group, number of members [sex disaggregated], location, member listings of group [name, sex, location, telephone], e-payment received/made) **Collection:** Collected semi-annually by CPM regional office staff

Ag Inputs was not required to measure farm-level benefits in light of its programmatic focus on scaling innovative business models at the agrodealer enterprise level. The plan, as envisioned between Ag Inputs and the Mission, was that Ag Inputs would limit its monitoring to the level of agrodealers, while CPM would monitor farm-level productivity and income. However, in response to requests from USAID, Ag Inputs is now exploring methods to count secondary contacts at the farm level. They experimented with an M&E tool to collect farm-level data from village agents, but had very low uptake. They explained this low uptake in terms of the unwillingness and lack of capacity on the part of village agents. This may be at least partially due to the design of the M&E tool, which did not present itself as a record-keeping tool that might be useful to input suppliers (as done by CPM). One approach being considered through their "systemic M&E" is estimating impacts through relationships and behavior changes across a given set of actors. Since Ag Inputs works through agricultural input suppliers, and these input suppliers improve business practices that they extend to village sales agents, who work directly with farmers, then Ag Inputs could make use of these relationships to determine how many farmers have benefited from input suppliers' changes in behavior. Ag Inputs could then compare these outcomes with those associated with other input suppliers with whom they are not working. They would use a combination of surveys and focus groups to collect this information.

GHG does not directly track information at the farm-level. Instead, the lowest level their tools reach is at the retailer level. In the near future, GHG expects all of its partner retailers, wholesalers, financial service providers, and other private sector partners to keep records of sales, both directly and through village sales agents.

IMPLICATIONS

- **As activities attempt to track and compile farm-level data for increasing numbers of secondary contacts, carefully streamlined approaches will be needed to maintain feasibility and data reliability**. Facilitation activities must rely on private sector actors to provide farm-level data, and it is unclear whether these actors will have sufficient skills and incentives to capture quality data at the level of detail required.

- **The key to successful collaboration in data collection will be for implementers to promote record-keeping that serves both users and USAID**. CPM invested in an approach to data collection that provides the data sources it needs for accountability and learning, while also being useful to stakeholders. It did so by introducing and improving record-keeping skills among agrodealers and village agents. A major step in this process was helping stakeholders understand the business case for keeping detailed and accurate records.

V. CHALLENGES, COSTS, AND UTILITY OF REQUIRED INDICATORS

Interviews with IPs revealed some important insights into the challenges, costs, and utility of required indicators. The burden of "too many indicators" is well known, although only one partner raised it explicitly. What the TDY team realized was not just the burden of reporting on partners, but how each of the activities actually developed other ways of learning to help guide their activities.

In fact, a common finding across the four activities is the existence of two parallel reporting systems ("systems" used loosely here): one for official reporting and another for informal learning and program management. The systems for official reporting, summarized in Table 4, rely on periodic data tracking, compiling, and analysis; the use of an electronic database/platform; and reporting into an official system such as the Feed the Future Monitoring System (for Ag Inputs, CPM, and EEAA) and the Indicator Performance Tracking Tables (for GHG). The systems for informal learning and program management, in contrast, rely on a variety of approaches, from GHG's use of detailed results chains to the general use of AARs and planning meetings in which staff share what they are learning from activities, as described in the previous two sections.

The processes for informal learning seem to provide IPs with more useful information than the formal indicators to help guide day-to-day programming decisions (although we had mixed impressions of how staff actually use the information collected in some cases):

- CPM uses its informal monitoring data regularly to gauge its progress and plan ahead.
- Ag Inputs staff mentioned the AARs on trainings, for instance, as a means by which they reflect to improve trainings going forward. The TDY team also heard that the end-of-quarter reports are shared with staff, but they do not sit down to discuss these findings as a team.
- EEAA finds the official quarterly reports helpful insofar as they reflect the results which they have to deliver. At the same time, EEAA recognizes these high-level results do not capture everything EEAA has to do and that they may have to consider the use of other indicators, even if to share only informally with the Mission.
- GHG relies primarily on their informal system for guiding day-to-day program management, although the Business Confidence Index is useful for informing decisions.

The existence of parallel reporting/learning systems raises important implications for the Mission (and USAID more broadly), including on balancing cost for value of official indicators and the opportunity cost that official indicators may be imposing on learning. There is a bigger issue, which is that the contracts and expectations for these activities are based on official indicators. Since these indicators serve as the official yardstick for performance, partners need to ensure that their M&E systems will allow them to track progress and accurately report on the official indicators.

Table 4. Official Reporting Requirements, Structure, and Costs

Activity	Official indictors	Reporting structure	Estimated cost
Ag Inputs	17 official indicators, of which 5 are required and others are custom	Staff collect data through quarterly business tracking, for which they interview agrodealers by telephone or in person to determine new practices firms may have adopted (e.g., SMS, ICT), sales within that quarter for specific products, and profits. The M&E Specialist compiles and monitors these higher-level indicators quarterly or annually, as required.	$200k-$250k per year, including baseline, midline, endline surveys and quarterly M&E. Quarterly M&E done through smart-phones with current staff. Very rough estimates of revised PMP closer to $60-70k per year.
CPM	36 official indicators, of which 19 are required and others are custom	Two full-time M&E specialists and one Knowledge Management Specialist collect, compile, analyze, and share monitoring data.	9% of total budget expenditures through March 2014.
EEAA	19 indicators, of which 6 are required and others are custom	Most of the data collection tasks are coordinated by its M&E Specialist. EEAA submitted its first work plan in September 2013, and has submitted one quarterly report to date.	Estimated 150-200 person days per year, 2/3 of this time for activities related to use of the Organization Capacity Assessment (OCA) tool.
GHG	68 indicators in the IPTT, of which 37 are required and the others are custom. These include annual indicators and impact indicators collected at baseline and endline by an external evaluator (ICF Macro) per FFP guidance.	Staff collect data from input suppliers, financial institutions, and other stakeholders.	$5-10k per year for about 60% of one full-time staffer to handle the IPTT. There's additional cost spent on broader data gathering and situational awareness, including 16 Samsung tablets used for data collection.

VI. RECOMMENDATIONS

MEASURING EARLY CHANGE

Because of the initial slow pace of smallholder outreach and results under market systems facilitation, USAID/Uganda has a strong demand for M&E approaches that would be useful for detecting early changes and evaluating progress toward facilitating inclusive growth in market systems. The Mission wants not only to monitor for accountability purposes, but also to be able to tell a common story about what is being accomplished across the activities (Ag Inputs, CPM, EEAA and others) in the FTFVC Project. Results chains, as described below, could serve the accountability functions by allowing CORs and COPs to communicate transparently about early changes and early progress. However, there is no guarantee that results chains would provide comparable indicators that could be used by USAID/Uganda to tell a common story across the FTFVC Project.

Instead of searching for specific indicators that can be collected by each activity and aggregated at the project level, we recommend that the focus should be on finding categories (or "domains") of change that are relevant for all of the activities. By asking activities to report under a specified change category, it would be possible to build a common narrative for communicating progress across diverse interventions. One example of a category of change that is relevant for all four activities is relationships, networks and relationship change. Other examples of change categories that are relevant to all four activities include 1) behavior change, a fundamental concern in all four activities; 2) stakeholder investment, providing evidence that system stakeholders value the new technology or business practice; and 3) stakeholder self-organization, reflecting the capacity of system stakeholders to work together to continue improving the system on their own.

ACTION TO BE CONSIDERED BY USAID/UGANDA

More specifically, we recommend that Mission staff focus on relationships, networks and relationship change as a category that is relevant for all the activities in the FTFVC project and for market systems facilitation projects in general. All four activities that we reviewed are actively involved in building relationships, either by creating new relationships or by strengthening existing relationships (or both). Quality relationships and networks are recognized as the platforms by which these activities achieve their results.

An emphasis on mapping relationships, networks and relationship change could serve three important purposes: 1) improve communication between CORs and COPs about early progress; 2) provide useful information to IP staff for strategic planning and 3) create a framework for estimating the number of farmers reached indirectly, based on knowledge about the structure of relationships and networks. As demonstrated in the closing workshop, IPs are able to identify key relationships in their interventions and communicate with their USAID CORs about the positive changes they are working to achieve in these relationships.

Specific guidance for implementing this recommendation includes the following:

1. **Begin with 1-2 key relationships.** These key relationships were easily identified by the IP staff who participated in the closing workshop. It is better to focus attention on just a few key relationships and to analyze them in detail, rather than spending time and energy attempting to create a comprehensive mapping that includes relationships far outside the activities' spheres of influence. As the intervention evolves, the focus may shift to different relationships over time.

2. **Start simple, but consider using visualization tools from social network analysis.** Two of the activities (GHG and Ag Inputs) are already engaged in mapping relationships and networks with the use of free, downloadable software (e.g., Net-map Toolbox and Cytoscape). While software can be very helpful for quantifying and visualizing relationships and networks, there is also value in creating simple, handwritten network maps (such as those created during the workshop), since these help to conceptualize the relationships and provide a good tool for team discussion about what is changing and what is not.

3. **Track both the quantity and quality of relationships.** Measurements on the quantity of relationships provide information on the scale of change. Examples of relevant quantity measurements include the number of rural traders working with village procurement agents, the number of village agents associated with each trader and the number of farmers who sell to each village agent. Other quantity measurements—sales volume, revenue flows, number of repeat transaction and credit flows—provide information on the depth of change., along with quality measurements such as the provision of embedded services, information sharing and indicators of trust and transparency.

An example of a tool for mapping relationships is attached to this report (Annex 2).

MEASURING SECONDARY CONTACTS

Of the four activities, only CPM has clearly defined procedures for measuring (and reporting on) the number of smallholder farmers reached indirectly. Farmers are reached through village (procurement) agents, who are the representatives of rural buyers/traders of corn and grain. CPM works directly with the grain traders to encourage traders in the use of the village agent model. CPM provides training and a set of forms to the village agents, who are responsible for collecting handwritten data about the smallholders who sell their corn/beans/coffee to the village agents. Data are also collected on smallholders who visit the learning sites located in the villages. Data recorded at the learning sites includes rough estimations of the potential for spillover. Responsibility for recording the data falls on a team of three Kampala-based staff at CPM. The forms and their use are described in Table 3.

ACTION TO BE CONSIDERED BY USAID/UGANDA

We recommend that responsibility for measuring farmers reached indirectly be expanded to both Ag Inputs and GHG, since both of these activities also reach farmers indirectly. This recommendation would extend to other activities under the FTFVC project that are working with value chain actors who are closely connected to farmers. Note that this recommendation does not apply to EEAA because their work is at the level of the enabling environment. The system that CPM uses to track outreach to secondary contacts has important strengths that are documented elsewhere in this report. However, it is both complicated and labor intensive. We recommend that some of these improvements to the CPM system be considered:

1. **Collect farm-level data digitally.** By collecting data digitally, through the use of smart phones or tablets, CPM would be able to avoid the labor-intensive process of data compilation from hand written forms as well as errors that are introduced during transcription. Both GHG and Ag Inputs are currently using digital data collection, although it should be noted that IP staff are the ones recording the data (and not village agents). There may be equipment and capacity constraints when it comes to having village agents use digital entry formats. However, during the visit to the Joseph Initiative corn aggregation center in Masindi, we observed that village agents can become proficient in recording data digitally.

2. **Clarify the business case for record keeping.** Traders, input suppliers and village agents will have incentives to collect monitoring data if they believe that the data serve a legitimate business purpose. In fact, we observed that, in order to place their orders with input suppliers, village sales agents associated with the Ag Inputs activity compile lists of farmers ordering inputs. There is clearly a business rationale for collecting this information, which is to order the correct quantities of inputs and to distribute these inputs to the correct buyers. In the CPM activity, village procurement agents are responsible for collecting information about farmers (described elsewhere in this report). While some of this information helps to strengthen the enterprise of the village sales agent, some of it is less relevant. Therefore, CPM has to provide additional, monetary incentives for collecting the information. Rather than pay for data collection (which is not sustainable), it would be better to reduce the range of data that are collected by limiting it to information that is valuable to the business. The disadvantage of this approach is that there are limits on the types of data for which there is truly a legitimate business case.

3. **Use information on network structures to estimate outreach to secondary contacts.** Since it is very early in the CPM activity, the scale of outreach to smallholder farmers as secondary contacts is still fairly small. As time passes, and assuming the activity is successful, the scale of outreach is expected to approach 400,000 farmers. As the M&E system for CPM is currently designed, transcribing and compiling the data will place a heavy burden on staff time. Streamlining the range of data collected and moving toward digital data collection (as recommended immediately above) would help to reduce some of this burden. Another possible approach would be to exploit information about the relationships in the network structure to estimate outreach to secondary contacts rather than attempting to measure it directly. For example, CPM works with rural traders, who work with village procurement agents, who work with farmers. If IP staff were actively tracking the quantity of these relationships (as recommended in the section on "Measuring Early Change" above), then this would provide an estimate of the number of secondary contacts. Two ways to help ensure the quality of this information would be to a) not associate it with targets and b) conduct randomized spot checks for accuracy.

CURRENT M&E SYSTEMS

The official M&E systems associated with activity PMPs are designed to track progress toward Mission development objectives while generating standardized information that can be aggregated at the global, Mission or DO levels. Indicator requirements come from these four sources: 1) Feed the Future (FTFMS), 2) Food for Peace (FFP MIS), 3) USAID Agency (FACTS Tracker) and 4) USAID/Uganda DO1 (PRS). The elements in each of these systems are listed in Figure 2 below. These indicators, which are selected from menus based on USAID requirements plus custom indicators, serve important external accountability functions.

As currently designed, however, the official M&E systems serve few internal management functions, with staff from all four activities expressing a disconnect between their formal reporting requirements and their day-to-day facilitation activities. Given that the official M&E systems serve external accountability functions and that any reform of these systems will be based on needs at the Mission and Agency levels, the recommendations in this final section include ideas to supplement the official systems in order to provide a mechanism that IP staff can use for their day-to-day management needs as well as specific recommendations for existing M&E systems.

Among the informal monitoring practices, the approach used by GHG to connect daily intervention activities to higher level results is relatively well documented. Their vision includes the use of results chains and indicators, as described in the DCED Evaluation Standard (http://www.enterprise-development.org/page/implementing-standard#RC). GHG staff review progress relative to their multiple results chains on a quarterly basis. Based on this review, they decide how to adjust their intervention strategies.

Figure 2. M&E Requirements for FTF and FFP Activities

DO 1 Uganda (PRS)	USAID Agency (FACTS Info/ Aid Tracker)

• Mission Required (Not Annual)
• Mission Custom (Annual)
• IP Required
  • FTF
  • Other
• IP Custom
	• Standard
	  • Mission and IP Required if Applicable (annual and not annual)
	  • IP Not Required (annual)

Feed the Future (FTFMS)	**Food for Peace (FFP MIS)**
• Mission Required (not annual) • IP Required if Applicable (annual) • Recommended/Standard (annual)	• Mission Required (not annual) • IP Required (annual)

ACTION TO BE CONSIDERED BY USAID/UGANDA

We recommend that the Mission encourage IPs to incorporate results chains into their internal learning and strategic management and planning. This will benefit each activity by 1) helping staff to understand how their daily activities connect to the activities' higher level results and 2) providing needed structure for their informal monitoring practices. To be useful, the results chains should be reviewed and revised quarterly and the indicators should be based on data collection requirements that are feasible for IP staff. Information on how to create results chains is widely available, including on-line materials associated with the DCED Standard and locally from GHG staff and EWB change agents.

Results chains would also provide an explicit mechanism to guide discussion and communication between COPs and CORs. These could be used to communicate on activity resource allocations, what is being learned is being learned by the IP staff and why they are (or are not) adjusting their interventions. In implementing this recommendation, it is important to maintain flexibility around the use of results chains. The USAID COR should not establish targets for results chains indicators, nor should USAID require extensive written documentation every time results chains are revised. Both of these practices would tend to reduce the value of results chains for internal management, learning and strategic planning.

In addition to incorporating results chains, we recommend that USAID/Uganda consider the following changes to the official M&E systems:

- **Review activity M&E plan indicators**. As previously outlined in this report, reported indicators are infrequently used by IP staff for capturing early progress, being too high level to really be effective at telling the story of USAID's investment in the early years of an activity. Moreover, while these indicators are useful to USAID and CORs, they are less useful to IP staff for performance monitoring and management purposes. It is recommended that USAID/Uganda review these indicators to

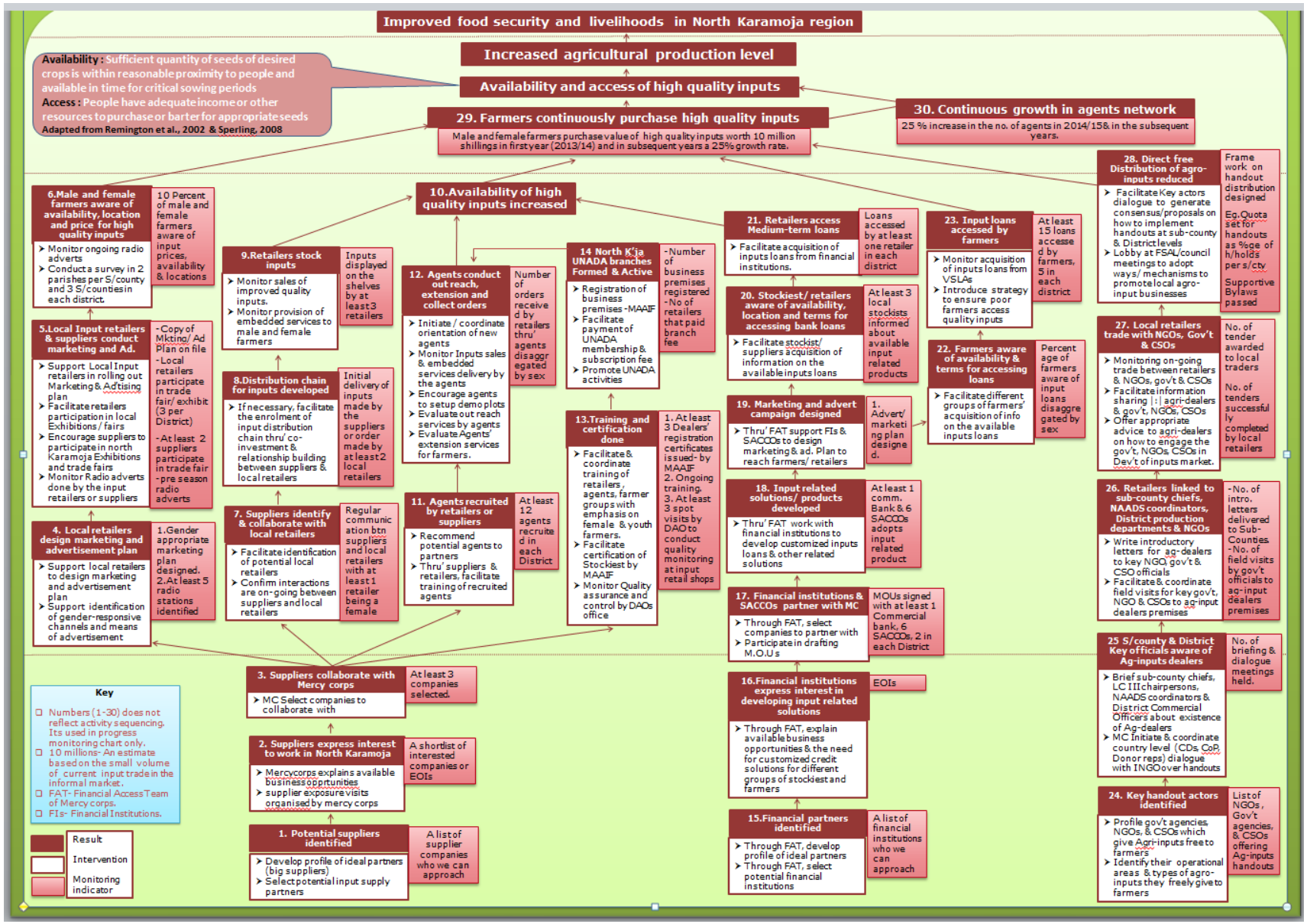
ensure (1) a balance between output and outcome indicators, and (2) appropriateness of indicators being reported now that implementation has commenced among activities. Since many of the existing indicators are required under various Agency-wide initiatives, the Mission can provide feedback to relevant focal persons on utility of required indicators.

- **Review combination and frequency of IP reporting requirements**. In addition to mandated annual and quarterly activity reporting, IPs also collect data and success stories on a weekly and/or monthly basis to report to USAID/Uganda. The Mission should review the purposes, complementarities and possible overlaps between these reporting requirements in order to reduce the reporting burden on IPs while still ensuring that Mission staff receives the essential information they need to exercise proper oversight.

- **Better utilize the PRS and FTFMS data**. Both the PRS and FTFMS are repositories of information collected over several years of implementation, and there are opportunities for Mission staff to more fully utilize the data to inform management decision making. The Mission should hold formal and informal events such as presentations, brown bags, poster sessions where the data can be shared with USAID staff and IPs. The Monitoring, Evaluation and Learning program, as the future steward of the PRS, could take a leading role in facilitating this sharing of information.

- **Develop Mission guidance to further refine indicator definitions**. To create consistency and address definition gaps in current USAID/W indicator definitions, the Mission should develop some type of addendum or guidance document for USAID/Uganda implementing partners that further clarifies indicator definitions and reporting requirements around narratives.

1. EXAMPLE OF GHG RESULTS CHAIN



2. EXAMPLE OF A RELATIONSHIP MATRIX

From: Idrovo, I, and Boquiren, M. (2005). *Bridging the Gaps in the Kaong Subsector*. SDC Asia.

Relationship between Semi-Processors and Community-Based Traders			**Relationship between Community-Based Traders and Processors and/or Buying Agents**		
Baseline	Current	Future	Baseline	Current	Future
Supplier and Buyer Selection/Procurement					
Spot selling and purchasing. No prior commitment or orders, but some informal guarantee of future business. Some degree of recognition of past transactions/ relationships. Price and payment terms are the main determinants of buyer and seller selection. Information on traders who offer higher prices spreads rapidly within the community. Flexible, subjective pricing and payment terms.	Some semblance of long-term relationships. Each trader has an informal network of suppliers. Traders absorb deliveries and outputs of regular suppliers. Verbal orders and volume commitments relayed from main buying agent to barangay buying station to semi-processors. However, buying stations and semi-processors still prone to a "better offer gets the supply" attitude. Preferred suppliers/buyers. Semi-processors manifest higher degree of loyalty to traders who help them improve their skills, offer facilities/infrastructure near their residence, etc. Product quality is already an additional consideration to price. Cash on delivery.	Long-term partnerships/ relationships allow businesses of both partners to grow.	Spot market sales. No regular transactions. Processor or its buying agent initiated transactions. They usually visited an area when they needed additional semi-processed kaong. Subjective pricing. Flexible payment terms.	Preferred suppliers/buyers. Some semblance of long-term relationships and some predictability in orders. Traders more loyal to buyers who provide add-on services (seeds, packaging materials, assistance in opening ATM bank accounts, etc.), even if their volume is lower than that of other buyers. Traders already proactively book some orders rather than waiting for buyers. Cash on delivery. Traders give preference to buyers who pay cash on delivery. Buyers tend to be more accommodating and open to negotiation when they know that products are of good quality. Still some degree of bidding and bluffing on price. During lean season, buyer has dominance. During peak season, supplier can influence price to some extent.	Traders and processors jointly conduct forecasting and decide time and size of delivery and with agreed, mutually acceptable prices (price stability).

Relationship between Semi-Processors and Community-Based Traders			Relationship between Community-Based Traders and Processors and/or Buying Agents		
Baseline	Current	Future	Baseline	Current	Future
Information Sharing/Transparency					
Some degree of information sharing on price, cost, and demand from traders, but mostly for the benefit of traders. Information sometimes distorted to serve their interests. Prices vis-à-vis standards are set arbitrarily and accepted by microenterprises in exchange for immediate cash.	Information shared with respect to demand, both current and potential. Suppliers and traders aware of standards. Purchasing and pricing decisions almost always based on agreed standards.	Significant two-way sharing and optimal use of information on business planning and operations.	Directive, one-way, and limited information sharing focused solely on current transaction. Traders and processors have different quality standards.	Indicative information on short- and medium-term demand and production is provided on an ad-hoc basis. Buyers remain uneasy when traders ask for information on the market and company operations. Traders and buyers at times distort information to get better prices. Standards recognized and used as basis for pricing most of the time. Discussions of transaction or relationship problems not very open.	Workflow and information exchanged in a manner that permits the introduction of innovation, better relationships, and joint efforts to better respond to market demands. Both parties use information positively to jointly take advantage of market opportunities, rather than taking advantage of one another.
Quality Control/Inspection					
Focus on weight or counting number of Caltex containers.	Quality control at buying station. Improved understanding and acceptance of standards among semi-processors. Final weighing at buying station.	Quality control and assurance at the level of semi-processors. Self-initiative to sort out products.	Price used as quality control mechanism—basically subjective.	Quality assurance and control conducted at trader sites. Some issues (e.g., weight loss due to water content, location of final weighing) remain, although majority of buyers accept on-site weighing because traders have adopted the same procedure with their suppliers.	Institutionalization of standards and quality-control practices at all links of the chain. Standardized weighing practices and allowances for moisture content are acceptable to all parties.

Relationship between Semi-Processors and Community-Based Traders			Relationship between Community-Based Traders and Processors and/or Buying Agents		
Baseline	Current	Future	Baseline	Current	Future
Value-added services/Collaboration and cooperation					
Some learning and skills transfer, but knowledge limited to local norms and traders.	Close monitoring of production and logistics, as well as final product at delivery. Training and mentoring services by community-based traders to solve production problems. Buying stations set up to reduce transportation costs.	Interdependence and partnership. Both parties mutually exploit cost, quality, technical, and/or marketing advantages via collaboration.	Almost non-existent.	Some assistance to improve product quality and trader operations. Most buyers purchase products at buying station, allowing traders to maintain decent profit margin. Greater respect now given to weaker party. Some processors feel that there is still a lack of trust on the part of traders, despite significant orders in recent months. Processors also sense a lack of ethics, which makes them hesitant to significantly invest in supplier development.	Partnerships are based on a long-term commitment to cooperate and thus achieve mutually acceptable outcomes.
Basis of competition/ Market offer					
Price. Abundant supply.	Supply of semi-processed kaong is growing. Quality and price are the most important indicators.	All parties able to transact business under better conditions. Business transacted primarily via differentiation factors other than price.	Price and supply availability.	Bagobo communities becoming known for top-quality products. Economies of scale and lower transaction costs are being realized.	Quality, cost efficiency, price, dependability, and reliability. Socially responsible trading practices.

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