



MONITORING, EVALUATION & LEARNING TWIN FRAMEWORK





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OUR THEORY OF CHANGE: GOALS

ECONOMIC DEVELOPMENT

- Twin's pathway to economic development for smallholder farmers is access to fair commodity prices. For producer organisations, it is the ability to understand market dynamics, make informed decisions, and move up the value chain to attain more value.

SOCIAL JUSTICE

- Twin's pathway to social justice begins with the recognition of smallholder farmers in the value chain. Twin defines social justice for men and women as equal access to assets and income and active, meaningful involvement in decision-making processes, both at the household and producer organisation (PO) levels.

ENVIRONMENTAL SUSTAINABILITY

- Twin defines environmental sustainability for smallholder farmers as the ability to manage and adapt to climate change and increase productivity while preventing environmental degradation (e.g. soil erosion) and promoting agro forestry and sustainable natural resource management.



OUR THEORY OF CHANGE: MODEL OF CHANGE (1/3)

PRODUCER ORGANISATION AS A VEHICLE TO DELIVER TWIN'S GOALS

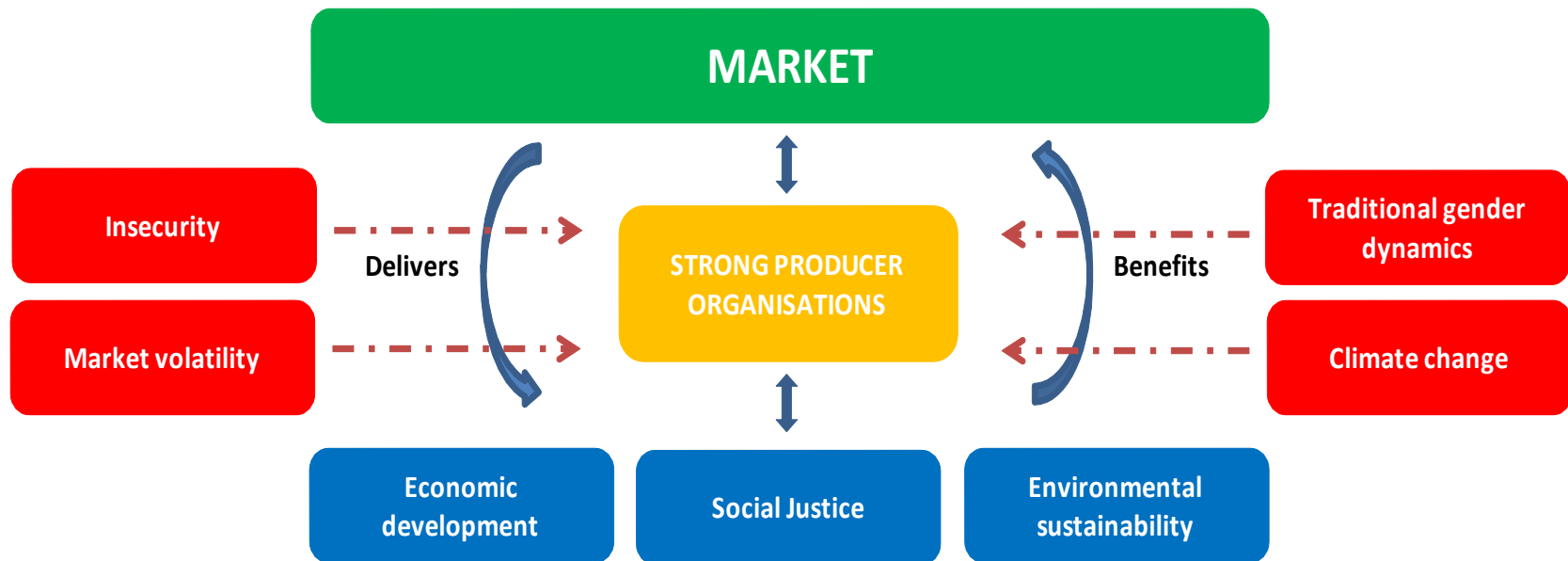
- Twin believes that trade can contribute significantly towards these goals if smallholder farmers are organised in POs, and if these POs are able to return increasing 'value' to their members over time.

BALANCE BETWEEN PO AND THEIR MEMBERS

- Producer organisations are also strengthened by the value they deliver to their members and can achieve significant growth through improvements to product quality and an increase in member loyalty.



OUR THEORY OF CHANGE: MODEL OF CHANGE (2/3)





OUR THEORY OF CHANGE: MODEL OF CHANGE (3/3)



OUR THEORY OF CHANGE: TWIN'S APPROACH

6 PILLAR APPROACH TO DEVELOPMENT



- social & economic empowerment
- equal, meaningful representation
- gender policies & differentiated products



- effective leadership skills
- democratic systems & processes
- accountability & farmer engagement



- good agricultural practices
- climate adaptation & resilience
- reforestation & diversification



- Quality Management Systems
- processing facilities & on-farm practices
- taste, quality and safety improvements



- business basics & accounting
- price risk management
- access to capital & strategic planning



- contract negotiation & market insights
- collaborative, long-term buyer relationships
- origin & producer profile raising



OUR THEORY OF CHANGE: DEVELOPMENT FRAMEWORK (1/2)





OUR THEORY OF CHANGE: DEVELOPMENT FRAMEWORK (1/2)

SET OF KPI TO DEFINE PATHWAY TOWARDS OUR DEVELOPMENT FRAMEWORK

- The level of progress of a producer organisation within Twin's development framework is assessed through a set of Key Performance Indicators (KPIs – see further in the presentation for details)

SCORING SYSTEM

- Performance on the different KPIs gives a score out of 10:
- **Level 1:** Score between 0 and 2
- **Level 2:** Score between 2 and 4
- **Level 3:** Score between 4 and 6
- **Level 4:** Score between 6 and 8
- **Level 5:** Score between 8 and 10



OUR THEORY OF CHANGE: CRITICAL ASSUMPTIONS

OUR THEORY OF CHANGE IS BASED ON 5 CRITICAL ASSUMPTIONS

- **CA 1:** We believe that trade can deliver economic development, social justice and environmental sustainability for smallholders that can also benefit all actors in the chain.
- **CA 2:** We believe that strong POs are the necessary vehicle for trade to deliver economic development, social justice and environmental sustainability to smallholder farmers.
- **CA 3:** We believe that the strength of a PO is mainly related to its ability to reach a balance between value addition for the organisation and value addition for its members
- **CA 4:** We believe that the combination of our six areas of intervention is the most effective approach to improve social, environmental and business performance of a PO.
- **CA 5:** We believe that a gender approach combining interventions at household, producer organisation, market, and national / international levels is the most effective approach to empower female farmers within the value chain.



MEL FRAMEWORK: OUTCOMES (1/2)

OBJECTIVES OF THE MEL FRAMEWORK

- A Monitoring, Evaluation and Learning (MEL) Framework is defined for every project. The main objective of the MEL framework is to test the critical assumptions of our Theory of Change
- As a consequence, every MEL framework has to be closely linked to the Theory of Change

OUTCOMES

- Outcomes are then defined for every project
- We usually have 2 categories of outcome:
 - **Overarching outcome:** Twin usually has a first outcome related to the performance of the PO within our Development Framework. Typically, we usually commit to see a PO moving one step up within our Development Framework
 - **Specific outcomes:** We then define more specific outcomes related to the different pillars of our approach



MEL FRAMEWORK: OUTCOMES (2/2)

EXAMPLES OF OUTCOMES

- **Gender Justice:** Increased access and control over income generated by cash crops, greater influence of female farmers over the decision-making process, improved female farmer leadership, etc.
- **Sustainable agriculture:** consistently higher yield, better adoption of best agricultural practices, etc.
- **Business basics:** Increased farmer income, increased sales, increased profitability, improved business capacity, etc.
- **Governance:** transparent governance within POs, access to certification, etc.
- **Quality:** Increased cupping score on coffee (SCAA scoring system), improved tasting profile for cocoa, etc.
- **Market access:** Increased access to international markets



MEL FRAMEWORK: KPI (1/2)

MEASURING PERFORMANCE

- Performance on outcome is measured through a set of KPIs,

Business/Economic	Gender/Social	Environmental
No of containers exported	Women membership	Yield
No of customers	Women in leadership position	Strategy and % of implementation of strategy
Level of reserves	Gender Policy	Adoption of sustainable practices at farm-level
Profitability	Implementation of gender policy	
% export price returned to farmers	Gender dynamics at household level (Through GALS methodology)	
Quality		
Loyalty of farmers		
Farmers income		
Robustness		



MEL FRAMEWORK: KPI (2/2)

TYPES OF KPI

- Our KPIs are both quantitative and qualitative

COLLECTION METHODS

- Majority of KPIs are collected by PO executive team with support from Twin MEL team (particularly most of the business related indicators)
- Indicators related to farmer income are collected by external surveyors or PO field staff trained by Twin MEL team
- Indicators related to gender dynamics are collected either by the gender coordinator within the executive team of POs or by Twin gender experts.
- Indicators related to yield are collected within Twin's methodology of Climate Change and Environmental assessment (see later in the presentation)



MEL FRAMEWORK: CLASSIFICATION OF PO

Strength of PO	Score	Criteria
Stage 3: PO is able to invest strategically	4 to 6	<p>PO exports 10-30 containers to more than 5 buyers</p> <p>PO has some reserves and is providing members with up to 48% of the export price being received</p> <p>PO can access different market segments including speciality markets</p> <p>Yields improve (0.4-0.6 kg/tree)</p> <p>PO is targeting women members and/or differentiating their coffee</p> <p>PO is less fragile/becoming resilient to market volatility and other shocks</p>
Stage 2: PO has basic business capacity and market access	2 to 4	<p>PO exports 2-10 containers and have more than 2 buyers</p> <p>PO has small reserves and is paying members up to 24% of the export price received</p> <p>Quality is improving and meeting contract requirements</p> <p>Yields are below 0.2 kg/tree</p> <p>Women's involvement limited</p> <p>PO is still fragile</p>



BASELINE SURVEY: GENERAL

STRUCTURE

- Our baseline survey process is based on 4 tools:
 - Initial data collection on all KPIs
 - Climate change and environment assessment
 - Gender assessment
 - Income survey (disaggregated by gender)

INITIAL DATA COLLECTION ON ALL KPI

- Data consolidated according to data collection methods described previously



BASELINE SURVEY: CC AND ENVIRONMENT ASSESSMENT (1/3)

PROCESS

- **Pre visit desk review** on climate and environment
- **Pre visit questionnaire** sent to PO
- **Week long assessment** including:
 - Board meeting
 - Staff assessment (to identify skills and gaps)
 - Interview with 25 farmers (2-3 zones)
 - Community based Adaptation workshop with farmers
 - Strategic workshop with Board & Staff



BASELINE SURVEY: CC AND ENVIRONMENT ASSESSMENT (2/3)


DATA COLLECTION

- Farmer survey to gather the following information:
 - Coffee/cocoa management practices
 - Soil erosion & Shade management
 - Access to technology/service
 - Quantity of input and cash value
 - Cost of production (time, hired labour)
 - Training received

- Focus Groups (Extension Service)
- Interviews with extension staff and GAP material



BASELINE SURVEY: CC AND ENVIRONMENT ASSESSMENT (3/3)


 Diagnostique Agro-environnementale et Climatique
 Coopérative de Kopakama, Rwanda
 Septembre 2014

MAANDA Climate and Environment
 PO FACTSHEET - KOPAKAMA


MAIN PO FACTS

Geography / Environment	East shore of the Kivu Lake - 1,400 to 1,900m Based in Mabanza Old volcanic soil, degraded
Membership	616 members (247 women, 369 men)
Extension Service	1 lead agronomists (diploma A2+ 14 years experience) 1 field officer (diploma A2 + 3 years experience) 30 Model Farmers (3 per active cell) 0 demo plots
Infrastructure / Facilities	2 motorbikes / low resources in general 2 washing stations Rental of trucks for parchment transport
Harvest period	No hulling facilities
Production Zones	February - June (fly crop in Oct - Nov)
Certifications	12 cellules / 6 actives / 3 very productive Fairtrade (2006) through MISOZI Company Ltd.



KEY PERFORMANCE INDICATORS (KPIs)

Production	Yields 2013/14 (Baseline)	Kg green bean/tree	
	Yields 2012/13 (Baseline)	Kg green bean/tree	0.63
	Yields 2011/12 (PO info)	Kg green bean/tree	0.54
CAC Strategy	Yields 2010/11 (PO info)	Kg green bean/tree	0.30
	Overall score	Qual. Assessment	0.21
	Lead Farmers	# of lead farmers/membership	3
Knowledge Exchange	Farmer Field School	# FFS / membership	1 for 20 farmers
	Extension Service Capacity	# Field Officers / membership	0
	External partnership	# tech./research inst. Contact	1 for 300 farmers
Access to Technologies	Tree (shade)	nb trees distributed per year / #members	1 (NAEB)
	New coffee varieties	nb coffee seedling dist. per year / #members	0
	Compost	tonnes per year / #members	0
Energy Efficiency	Energy for transport and processing	litre of fuel / Kg green bean	0
	Production of alternative energy	Kwh elec. / Kg green bean	\$0.136 / Kg green bean exported
Access to Finance	Saving groups	Kwh/year	2,402 KWh from Jan-Sept which represents 8.8 KWh/day.
		# indiv. in saving groups / # members	0



BASELINE SURVEY: GENDER ASSESSMENT (1/2)

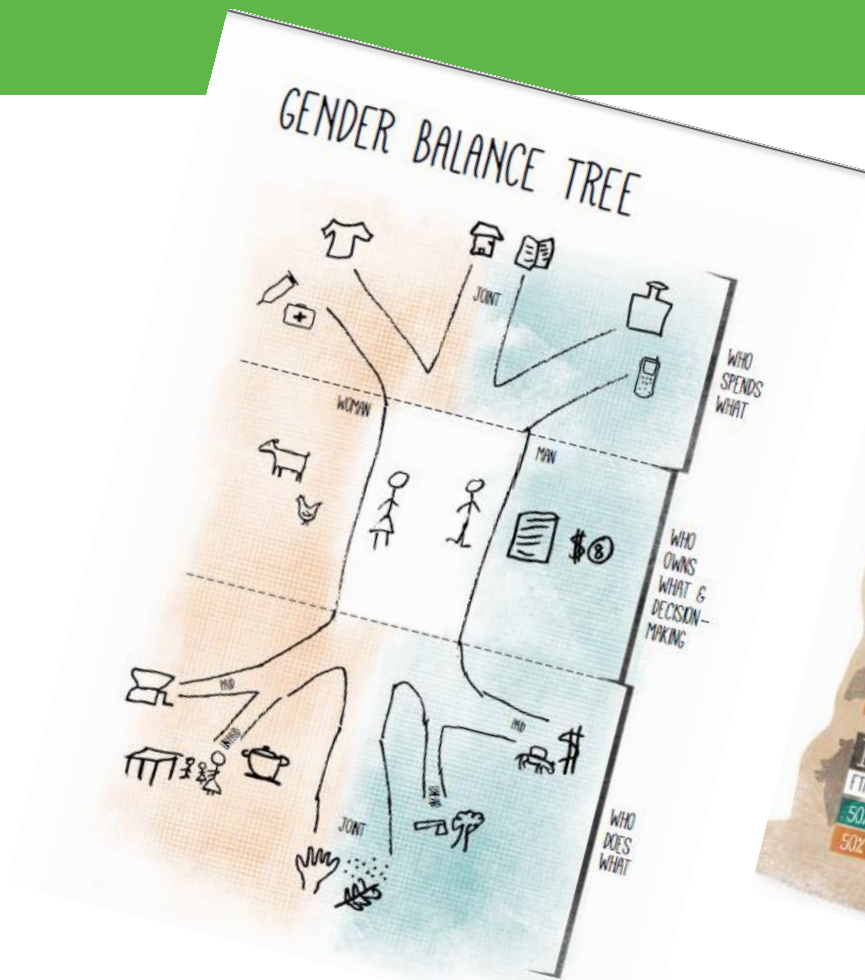
METHODOLOGY

- **Interviews with Management and staff:**
 - Pre-arrival questionnaire: coffee deliveries from women, women's coffee sold, % women members, staff and board
 - Interviews about gender policies and initiatives
 - Is gender a priority? What future plans

- **Interviews with Board members:**
 - Interviews with male and female board members
 - Assess quality of female participation

- **Assessment at household level:**
 - Gender Balance Tree with two focus group
 - Women's income survey with 30 women farmers

BASELINE SURVEY: GENDER ASSESSMENT (2/2)





BASELINE SURVEY: INCOME SURVEY

METHODOLOGY

- **Interviews conducted at household level:**
 - Asset Ownership
 - Income generated from coffee
 - Who farmers are selling coffee to
 - Percentage of income generated from coffee vs other sources of income

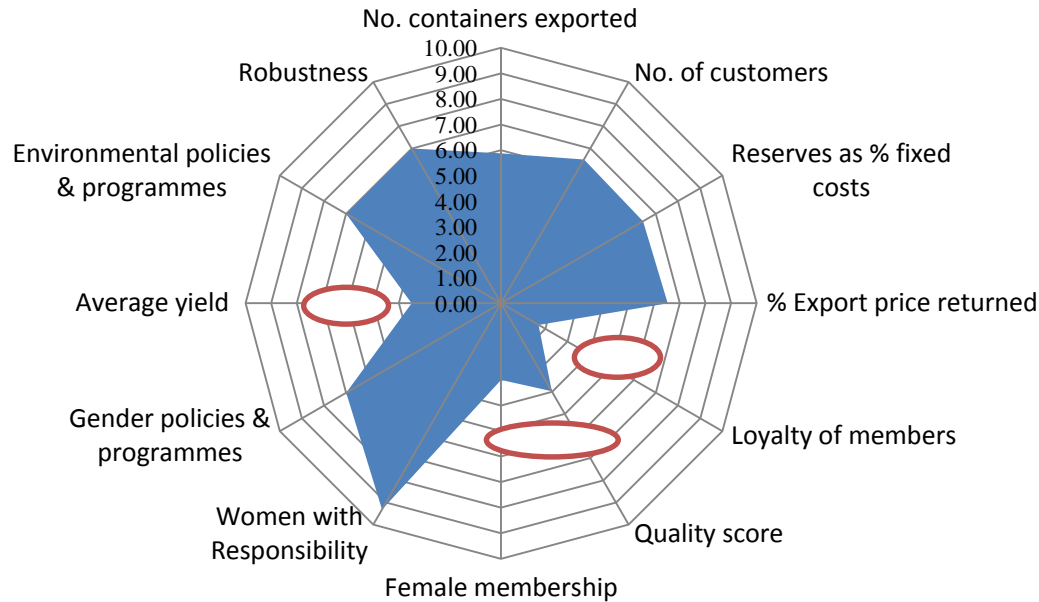
- Sample size is determined by **4% of the total population.**

- Household selection is done using the membership records of primary societies. We ensure that female headed households and members are also included in the sample.

PRIORITY AREAS

METHODOLOGY

- Performance on KPI is represented in a diagram to identify areas of priority. Programming is then defined based on priorities determined during the baseline survey





PROJECT GOVERNANCE

STRUCTURE

- The project governance is structured around 3 different levels:
 - **Annual reviews:** by the implementation team to review progress on outcomes, discuss the project approach and any unintended consequences and potentially adapt the work programme.
 - **Steering committee:** made of Twin project managers, MEL officer and PO representatives. The committee is responsible for evaluating the ability of the PO to move up along Twin Development Framework
 - **Working groups:** these groups are related to gender and Climate Change & Environment and are made of Twin project managers, MEL officers and PO gender coordinator or agronomists. The groups meet regularly to review specific approaches and assess changes achieved in these areas.



FOLLOW UP

METHODOLOGY

- Data collection on the different KPIs and income survey are updated annually
- Gender assessment and Climate Change & Environment assessment are conducted at the end of the project to assess global progress
- Our MEL framework usually includes external assessment of the project during the last year.



THANK YOU!