

Sustainability
Performance
Monitoring

Outline of Steps

COSA’s strategic role is to facilitate and train partners and project teams in assessing their progress towards defined objectives whether these are to improve farmers’ business skills, increase farm yields, or raise the level of engagement of young people and women. This outline maps the basic steps of COSA’s system of Performance Monitoring.

Our job is not to so much to evaluate as it is to generate the insights that help you succeed in your sustainability objectives

COSA Sustainability Performance Monitoring

Well-informed value chains strengthen their competitiveness while ensuring future supply relationships. COSA Performance Monitoring (PM) provides Projects and Supply Chain Partners rapid feedback on the performance of projects investments or supply chains. PM is characterized by:

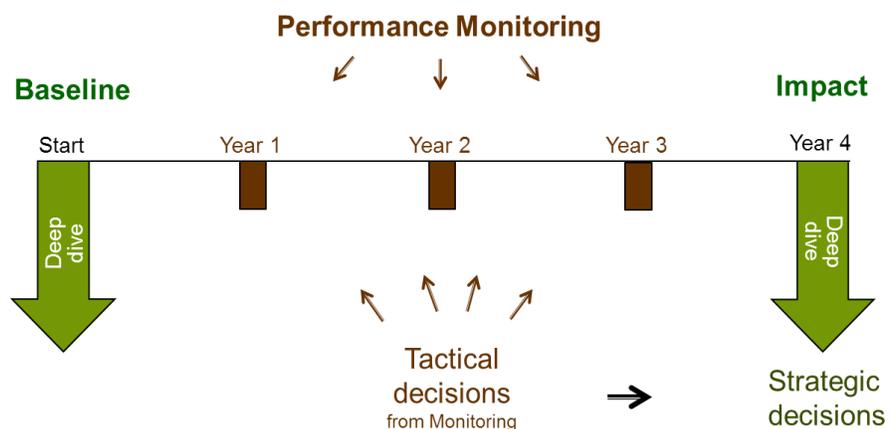
- A **customizable set of mission-critical questions** about sustainability that reflect key concerns
- **Low-cost** and administered regularly during normal field operations by local staff or technicians
- **Comparable** from country to country or project to project
- **Auditable** (if desired) to improve accuracy and reliability. PM aligns with the rigorous Impact Assessment system that COSA’s global partners use to determine the accuracy of PM data.

The system comprises easy-to-administer surveys on a mobile device that are: brief (typically 15-20 minutes). Data collection requires modest training and consists of observations and asking farmers simple questions. COSA PM generates real-time data with customized indicators and dashboards.

Integration with Impact Assessments

Most projects should understand their actual impacts but not all projects need to go beyond Performance Monitoring to comprehensive Impact Assessments (IA). The diagram illustrates the relationship between these two evaluation tools:

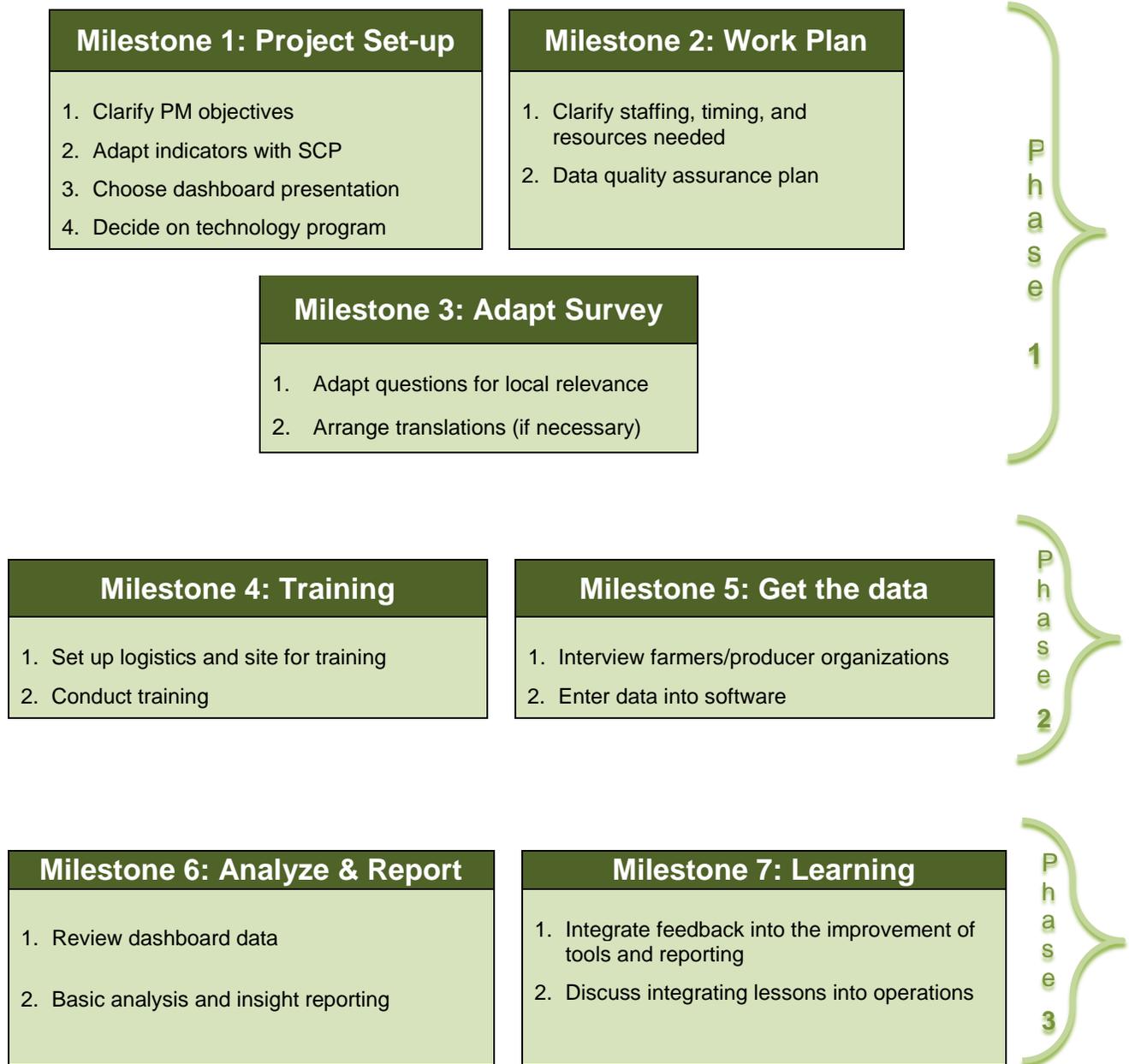
Impact Assessments measure longer-term effects attributed to specific sustainability interventions against a control group (requiring usually at least 2-3 years). Performance Monitoring offers real-time input to decision makers.



Value for Supply Chain Partners

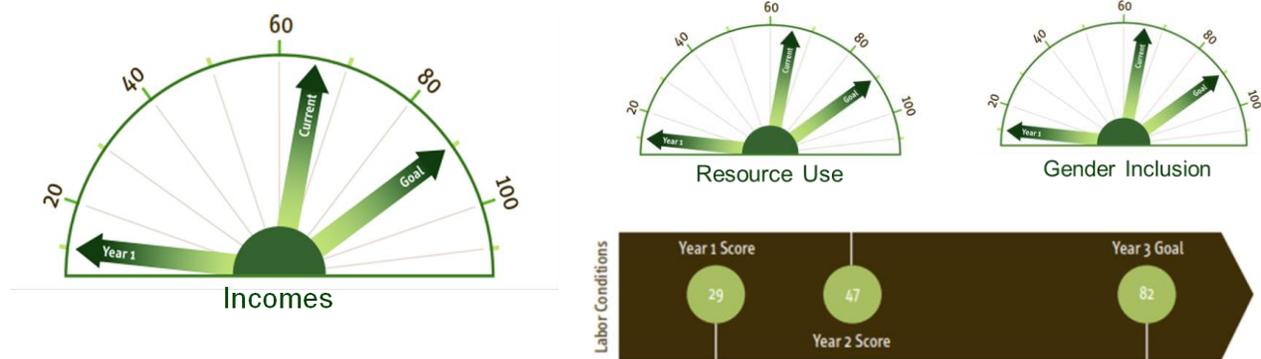
COSA works with each project or Project or Supply Chain Partner to ensure that the Performance Monitoring system is useful for its day-to-day operations as well as serving to provide valuable information to funders.

Performance Monitoring Milestones



Management Dashboards

Conveying critical information concisely is important for rapid decision making. COSA works with each Project or Supply Chain Partner to get the dashboard reporting to be practical and useful. We illustrate examples below.



Important Notes for PM Implementation

1. Each Project or Supply Chain Partner needs to have a **lead person** responsible for data gathering, quality control, and reporting.
2. Each Project or Supply Chain Partner is expected to use **electronic data gathering systems** (either COSA software or its own technology). If the partner chooses to use its own technology, they are responsible for ensuring alignment with simple IDB-COSA formats and agree to frequent uploads of data into the platform's online Data Collection System.
3. Performance Monitoring **is an ongoing process of data collection** occurring on a regular basis over the course of the project.
4. Surveyed **farmers must be representative** of the farmer population involved in the project. Note that in some cases small group surveys can be used to supplement or replace individual producer surveys.
5. **Training** will initially be conducted by COSA and/or a partner institution for those surveyors selected from the Project or Supply Chain Partner staff (e.g., field agronomists). Training will guide surveyors through the use of the software and the data collection process. Training events usually last about 4-6 hours.
6. All survey results are automatically recorded in a **database** and processed. The database will provide the Project or Supply Chain Partner and Mondelēz with timely management feedback that is adjusted to needs.
7. Where COSA is not conducting a formal baseline assessment, there will be an **"Initial Assessment"** in order to establish a general baseline for Performance Monitoring to measure change. This "Initial Assessment" is a simpler and much less rigorous version of an Impact Assessment baseline study.

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