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CARE Market Engagement Innovation Brief

The Participatory Performance Tracking (PPT) Matrix

CARE's market based approach to track the learning and adoption of improved practices among the smallholder milk producers in an interactive, participatory method.

The Challenge

The Strengthening the Dairy Value Chain project of CARE Bangladesh aims to improve the income and livelihoods of smallholder and landless farmers in rural areas who produce 90% of Bangladesh's milk. But due to a weak and fragmented value chain only 9% reaches the growing urban markets, requiring the country to import 30% of its total dairy consumption needs. 66% of smallholder farmers and 50% of landless farmers own dairy cows (usually between 1-3), but knowledge of productivity and income enhancing dairy practices are usually limited to traditional subsistence farming techniques. The project, as its core area of activities, is committed to enhance the knowledge of the rural producers and their dairy practices by mobilizing them and linking them with a more systemized and structured input and output market. As these producer groups go through trainings on improved farm management, cattle health care, milk market dynamics, etc. the project needs to measure these improvements to move forward. However, due to socio-economic factors such as time constraint, literacy rates etc. of the rural producer groups, it is often difficult to measure the improvements applying conventional techniques. Rather the project requires such a tool that is easy to demonstrate yet provides correct track records of enhanced knowledge and improved dairy practices adopted by the producers.

CARE's Response

Among the suite of tools developed to strengthen and improve the project implementation strategy, the Participatory Performance Tracking (PPT) Matrix is an iterative and participatory approach to engage with the targete rural households to collect feedback and track key performance indicators related to adoption of a range of animal husbandry and business management practices at farm level. The development of the PPT Matrix was guided by the market-based value chain approach of the project, human resource capacity as well as the local socio-cultural context and the constraints placed by low-literacy rates and time availability of the targeted community. The key purpose of the PPT Matrix is are to:

- Enable quarterly review of household-level adoption of animal husbandry and business management practices with the view of developing mutually agreed individual and collective action plans and commitments
- Increase the knowledge, access to information and bargaining power of the dairy producers
- Create a sense of group cohesion and emphasize the benefits of being a part of group
- Enable groups to become sustainable through better information access and linkages with inputs and service providers as well as the output market
- Regularly and consistently measure progress of improvement within the group and with other stakeholders through clear and referential documentation practices

It is a Two-Part Monitoring and Evaluation Tool

The PPT consists of two parts, which allow for the monitoring of behavior change at both individual and a group level. The Individual Tracking Sheet documents the performance of each group member in relation to the individual performance areas laid out by program staff and group leaders. An example of an individual practice that could be included on the Individual Tracking Sheet is the adoption of an improved feed variety. The Group Maturity Sheet tracks the performance of the group as a whole, and documents how the group is working together on topics such as leadership, record keeping, and gender equity. An example of a group capacity that could be included on the Group Maturity Sheet is the practice of gender equitable governance in the group. Evaluating a combination of individual practice adoption and group capacities allows for a more comprehensive picture of what is happening at both the individual and the group level as a result of program intervention.

Category C – Groups that are lagging behind somewhat and/or struggling to adopt the practices being promoted by CARE. These may also be newly recruited groups and will have adopted between 26–50% of the practices promoted by the program.

Category D – Groups that are failing to adopt key practices and may be at risk of dropping out of the program or are newly recruited. These groups will have adopted between 0–25% of the practice promoted by the program.
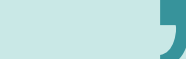
Individual Tracking Sheet

Individual tracking sheet represents the percentage of participants adopting a certain domain of practices.

Through this the project also finds out the gaps in a certain domain and how many participants are lacking those adoption.

Service providers as well as project management can have a birds eye view of the requirement of resource allocation and group finds out the area of concentration.

Gender and geographic disaggregated information can also be extracted from this individual tracking sheet.

| Group Code	Obtained Score by Indicators					Score obtained	Grade
	In-1	In-2	In-3	In-4	In-5		
10201110	10	15	10	20	5	60	B
10201111	20	20	15	15	20	85	A
10201112	5	0	5	5	0	15	D
10201113	10	5	5	10	5	35	C
10201114	5	5	5	10	5	30	C

Group Maturity Score Sheet Summary (Example)

Monitoring Producer Group Performance Over Time The PPT allows CARE to categorize producer groups according to the following performance thresholds:

Category A - Groups that are prepared to graduate from the support of CARE and whose members have collectively adopted at least 80% of the practices promoted by the program.

Category B – Groups that are performing well and have adopted between 51-80% of the practices promoted by the program.

How the Participatory Matrix Works

In SDVC project the PPT Matrix session is conducted in every six months and is facilitated by group farmer leader assisted by the project frontline staff. The group farmer leader first reviews the group's activities of the preceding six months as well as develop a plan for logistics and facilitation of the upcoming group exercise. Each group session involves two key components: the members of the producer group first recall and reflect on the targeted animal husbandry and business management practices agreed during their Participatory Needs Assessment (PNA) held at inception of each group's formation. The members then evaluate their last six month's progress and put their collective adoption

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progress score in the group maturity score sheet and later their individual practice progress in the PPT score sheet. However for better management of this process and to keep the group progress steady the project conduct a quarterly session to review the group progress and set action plan for the next quarter. The key steps of PPT are outlined below.

1. Introduction and objective sharing and also review the group's existing plan (if any)
2. FL recaps the past session topics and learning of the group (if any)
3. Facilitate each indicator of group PPT with clear understanding the participants
4. Briefing given to members on how they will measure their performance on each indicator
5. Examine the validity of each indicator considering the individual PPT's indicators and issues/concern which they made progress during this period and lay down according to it
6. Collect and show group PPT score from the participants and check/mark documented individual PPT's indicator's response by producers
7. Analysis the group maturity matrix, individual practice adaptation status and compare with previous data (if any) in front of group members and share the result
8. Identify both (group and individual) level needs and make a priority jointly based on the analytical result
9. Develop next action plan for group development at group level as well as project level and explain who will do what

Outcomes and Impacts

Producers have benefited from the PPT Matrix as it has provided real-time feedback on the individual and collective practices adopted by the group. It has also provided a focal point of discussions within and across the group, through which active learning has been ensured. Moreover, this approach has served to encourage the laggard farmers within groups to learn and adopt the good practices.

As most of the project participants are women, SDVC tested the effectiveness of the approach through forming both female-only as well as mixed-gender producer groups. Since the process ensures full, equitable participation of all members and close facilitation is ensured from the project team, equality and women empowerment have been ensured as a result of this common platform. This also helps the project applying a standardized tool to compare the progress of the women-only versus mixed groups.

Other stakeholders such as collectors, livestock health workers, feed/ fodder sellers have also benefited as the process has created a platform for raising cumulative demand of inputs and service in a structured manner and establishing linkages. This has ensured effective and responsive service delivery as the input service providers became aware of the needs and demands of producers.

For project field staff the PPT Matrix has been proved to be an efficient mechanism in tracking the progress of learning and adoption as well as successes and failures within a short time in a cost-effective manner. It has also helped them undertake capacity building of groups and group members in a responsive and targeted manner. In addition, the PPT Matrix has helped senior managers to get a simple and intuitive status summary of targeted groups which in turn ensured better communication with the donor.

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