

# Key Performance Indicators

Overview and trial report

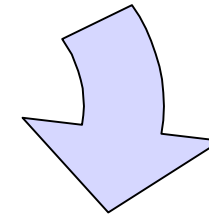
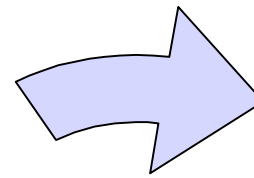
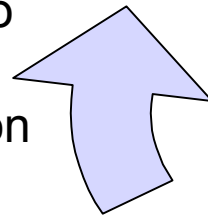
Simon Ferrigno  
Director, Farm Development  
Program  
Organic Exchange  
3rd Annual Africa Regional  
Conference  
24-27 June 2008, Kampala,  
Uganda



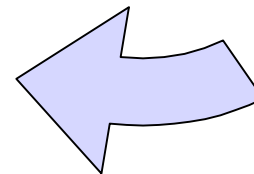


Monitor real impacts of OC and consistency and integrity of systems/production – on communities and the environment

Integrated with the Track and Trace to generate information on farmers businesses and their products



Show overall sustainability of OC production, beyond basic certification – soil fertility, water use, climate change, poverty reduction



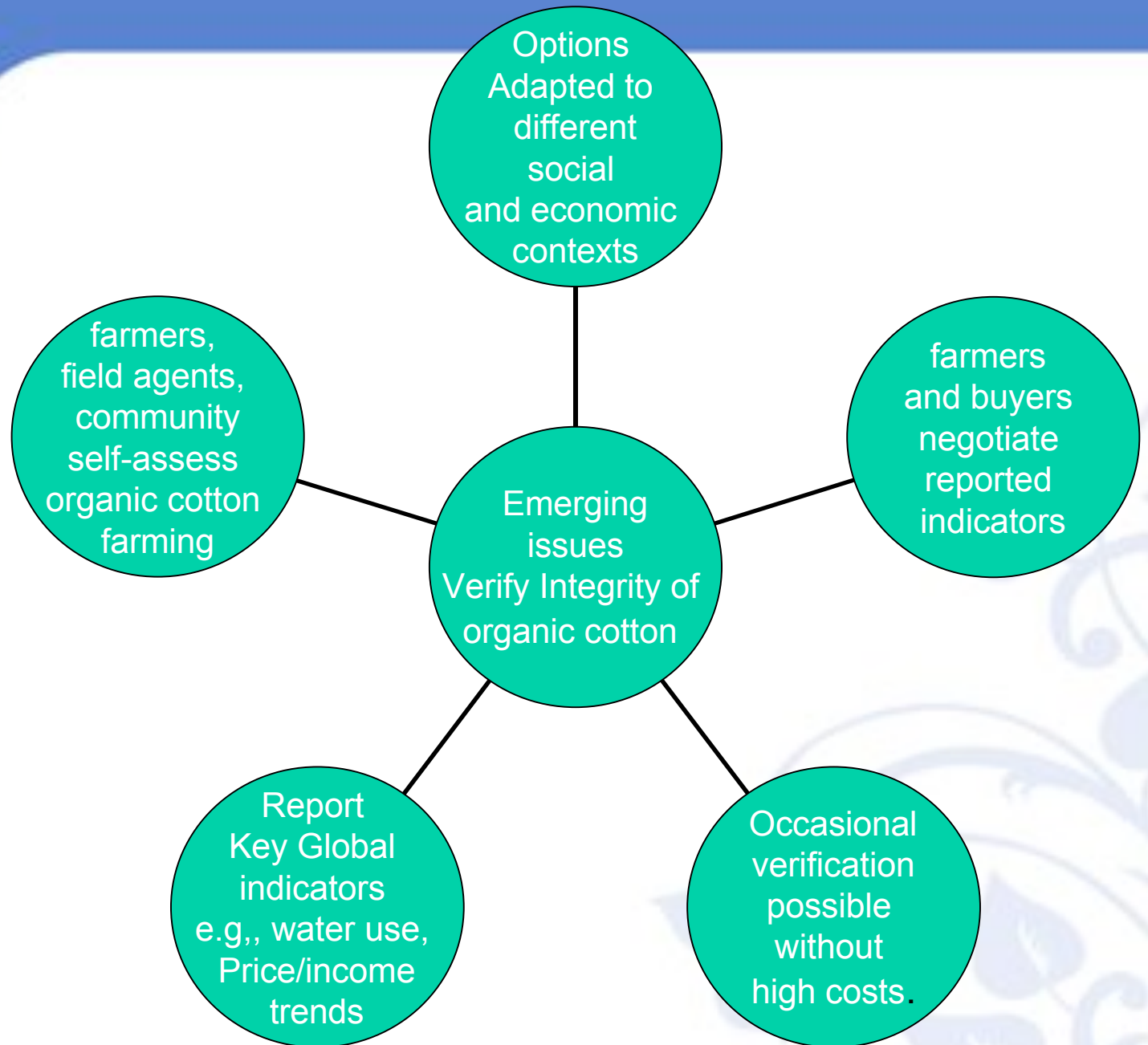
allows farmers to show their strengths and value in the market and their distinctiveness as businesses





*The OE KPIs are designed to:*

- Be a tool to monitor progress, problems and interventions required in organic cotton farms and projects
- Add oversight on social and economic performance as well as specific environmental interventions including areas of climate change mitigation and biodiversity conservation
- Increase transparency
- Improve monitoring and understanding of performance and issues
- Generate communication materials and tools for retailers and brands as well as farm groups and businesses





- OE Farm staff, together with HF staff in some cases, have trialled the KPI process with projects in Turkey, India and Senegal. Others are ongoing in South America, South Africa, etc.
- The system works well as a semi-structured group discussion process, ideally post-harvest when seed cotton is collected.
- The process enables farmer discussion and reflection.
- It highlights areas for investment and for linking external stakeholders and consumers to farm level projects, i.e., Action Plans
- Farmers can work with buyers on funding and implementing APs
- This opens options for consumers involvement, i.e., can make financial contributions – e.g., can support brand loyalty and commitments from consumers to farmers.
- Selected indicators should be chosen carefully, to highlight positives, but not to hide weaknesses and areas needing intervention.



*KPIs can add:*

Transparency

- A sense of the value added of organic cotton.
- Justification – for the concept, the price, the purchase, your own commitment (as a project, a brand, or a consumer) and contribution to sustainable development
- But the process should be carefully managed to make farmers feel safe and confident to express their views and realities



The basic tool for the KPIs is the scorecard, scores being set by farmers during an informal group discussion

The data collection unit is the Internal Control System, and the farm group around each ICS data collection point.

Indicators are broken down under topics that relate to various areas of importance: Environmental Management - Agronomic Management - Social Development - Economic Development - Health and Education - Food Security and Nutrition

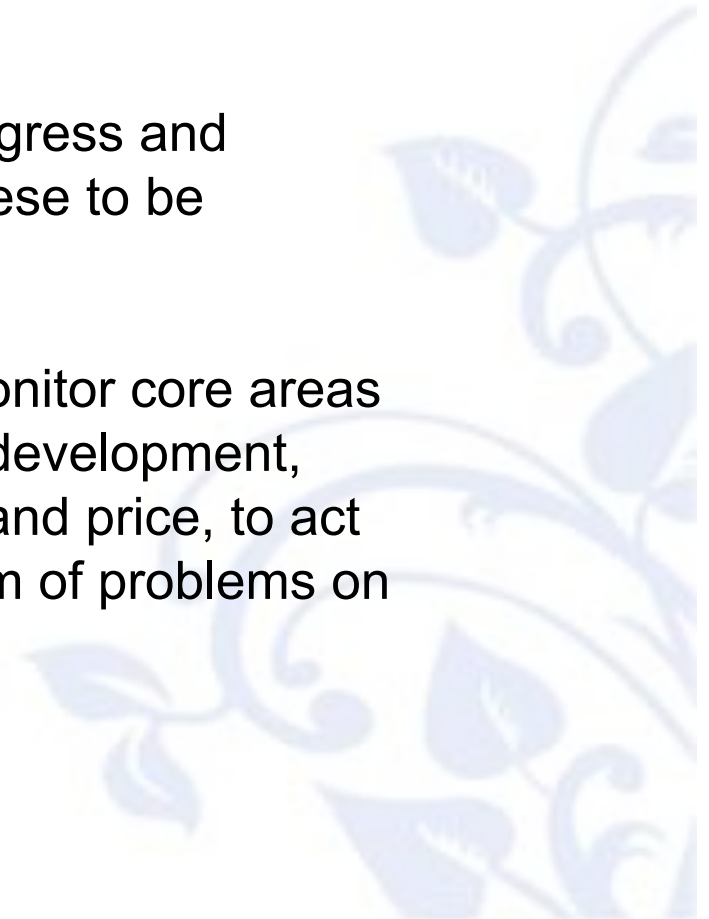
The aim is to capture the triple bottom line information for Economic, Environmental and Social issues, as well as core rural development issues relevant to both underdeveloped and developed rural economies.



The scorecard presents a range of levels on different topics – the aim not being to penalise where practices are weak, but to identify these as a first step towards preparing action plans.

Indicators can capture progress and improvement and allow these to be communicated.

They are also meant to monitor core areas for sustainable economic development, such as trends in income and price, to act as an early warning system of problems on a global level.

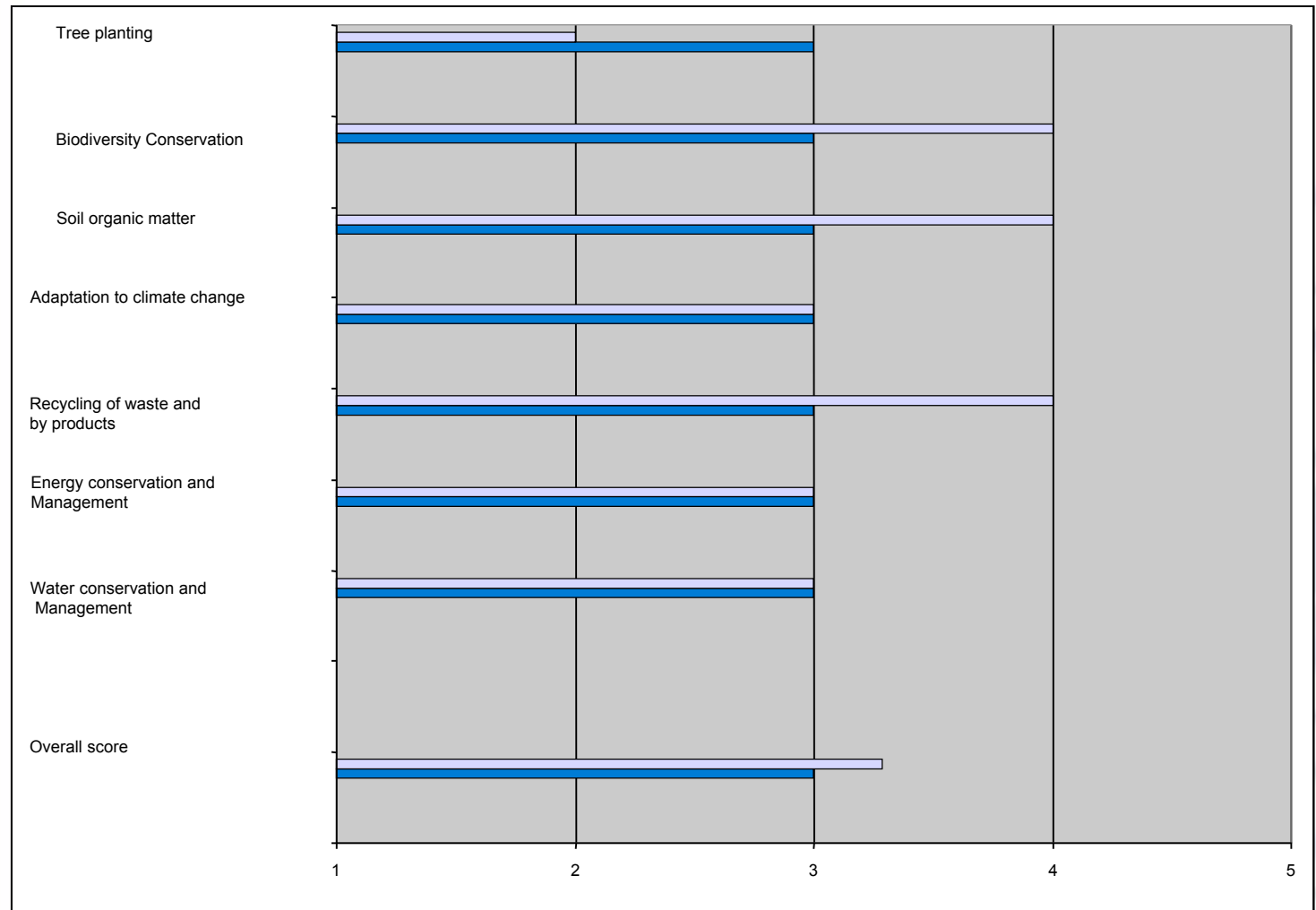




Agronomic management	Points				T
	-2	-1	0	1	2
Recycling of materials (Plant matter)	None	Intent exists	Basic with little awareness	Recycling exists with no planning	All materials recycled
Production of natural manure	Not produced and don't use	Not produced, use external manure	Produce some	Only one manure is prepared	Minimum two manure types are prepared
Use of biological control (BCs)	Poor understanding and little practice	Poor use and little conservation	Implementatio n of practices	Deliberate use of parasites, predators or pathogens	Planned introduction of insects and pathogens
Technology and conservation	GM cotton grown nearby, no plans for managing risk	GM cotton in the area, some plans for managing risk	planned management	No GM or conventional cotton or good management practices	No GM or conventional cotton
Composting	Not practiced	Ad hoc practicing	Unplanned or irregular, some understandin g of principles	Planned and practiced, poor support/training	Planned and practiced with training and experimentation
Vermicomposting	Not practiced	Ad hoc practicing	some understandin g of principles	Planned and practiced, poor support/training	Planned and practiced with training and experimentation
Inputs	Predominantly external	Over 50% external	Some external	Active policy to reduce external inputs	No external inputs
Crop diversity since conversion to organic	Much less diversity	Less diversity	Same as before	More	Much more

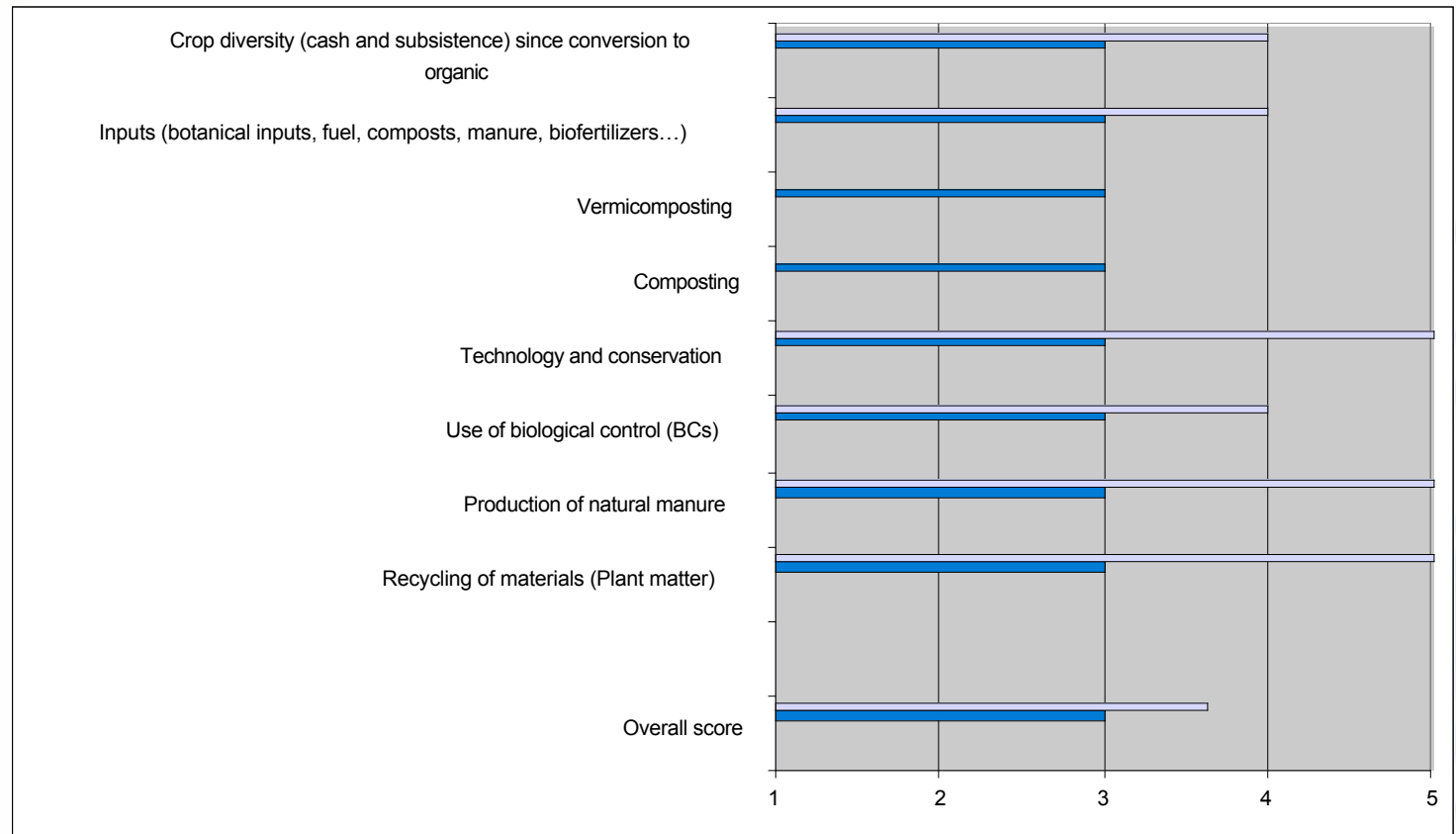


## Environmental management – Senegal graph



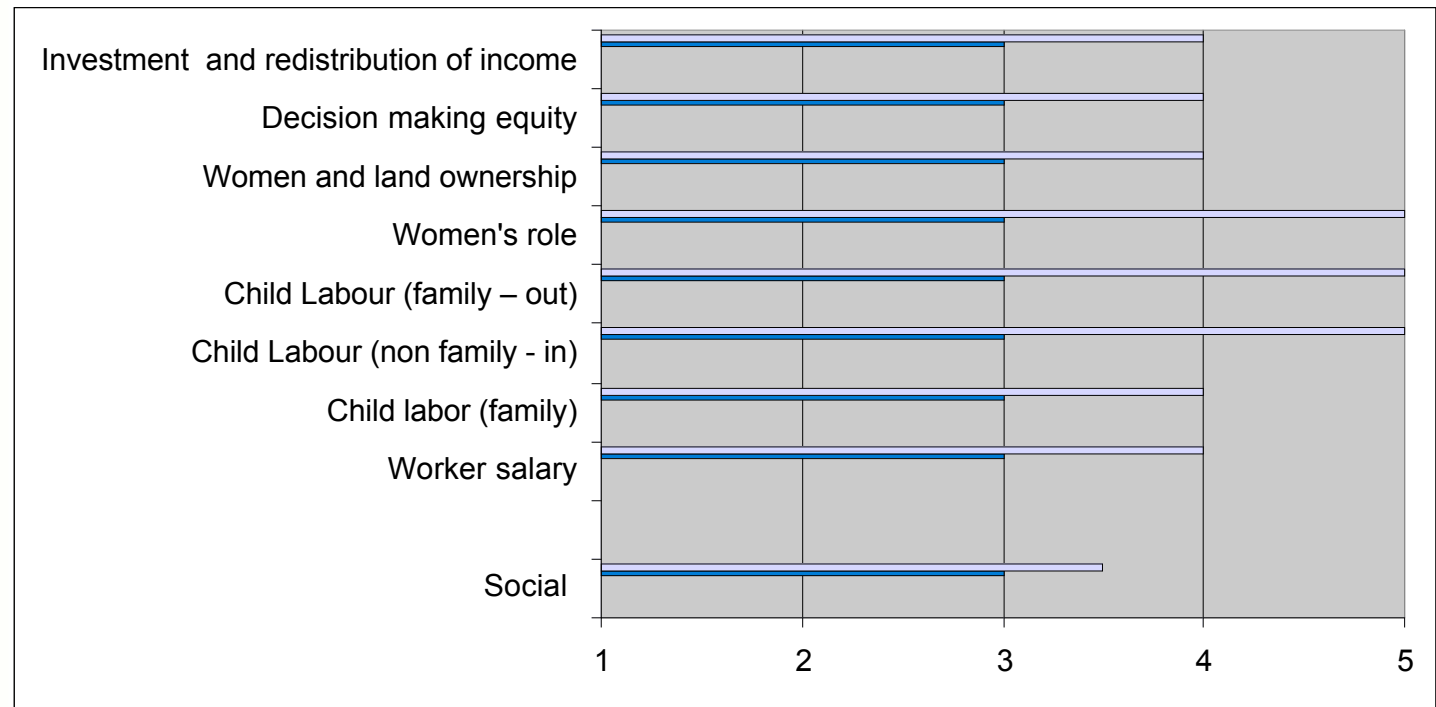


## Agronomic management – Turkey



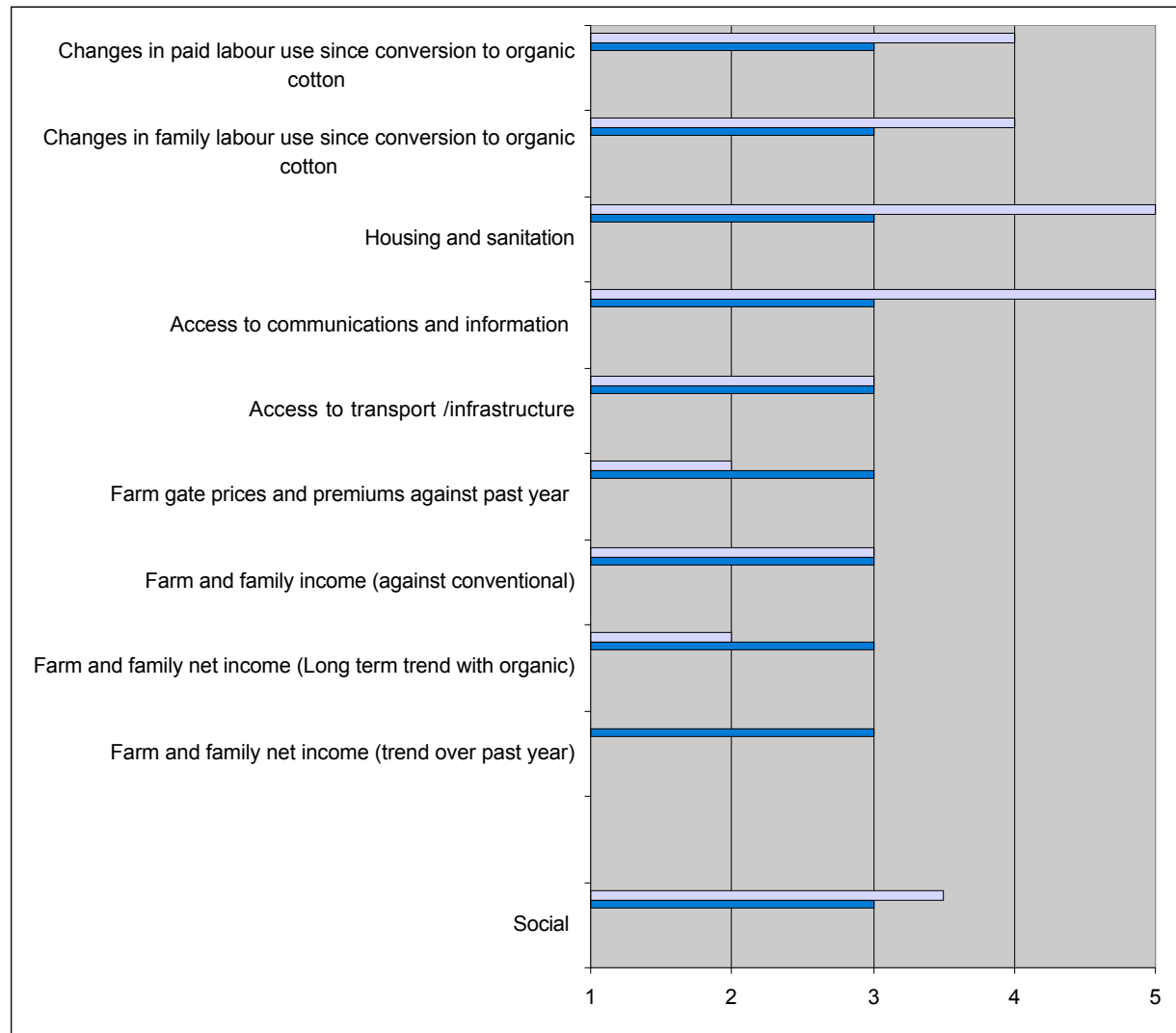


## Social development – Part 1, Senegal



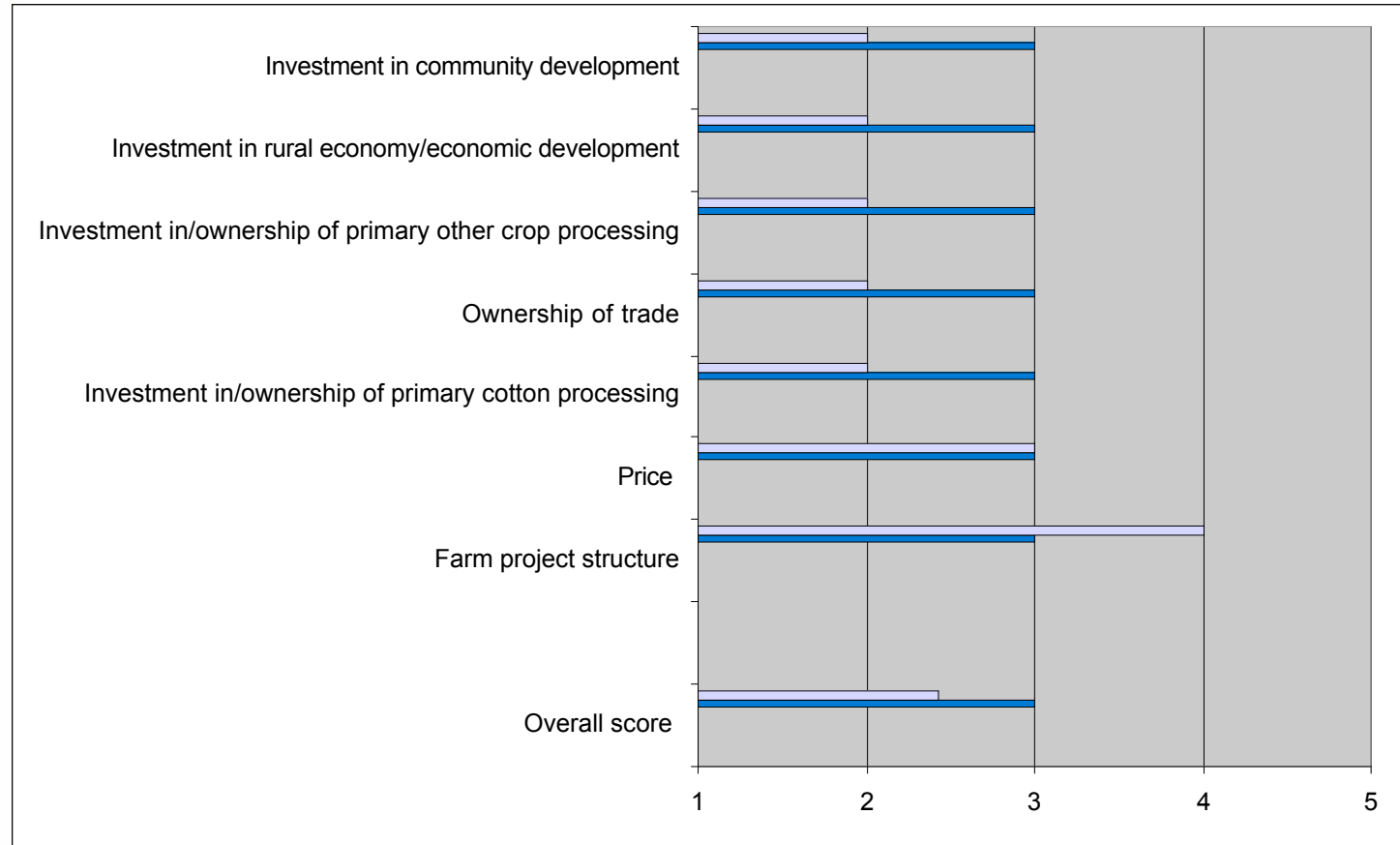


## Social development – Part 2, Turkey



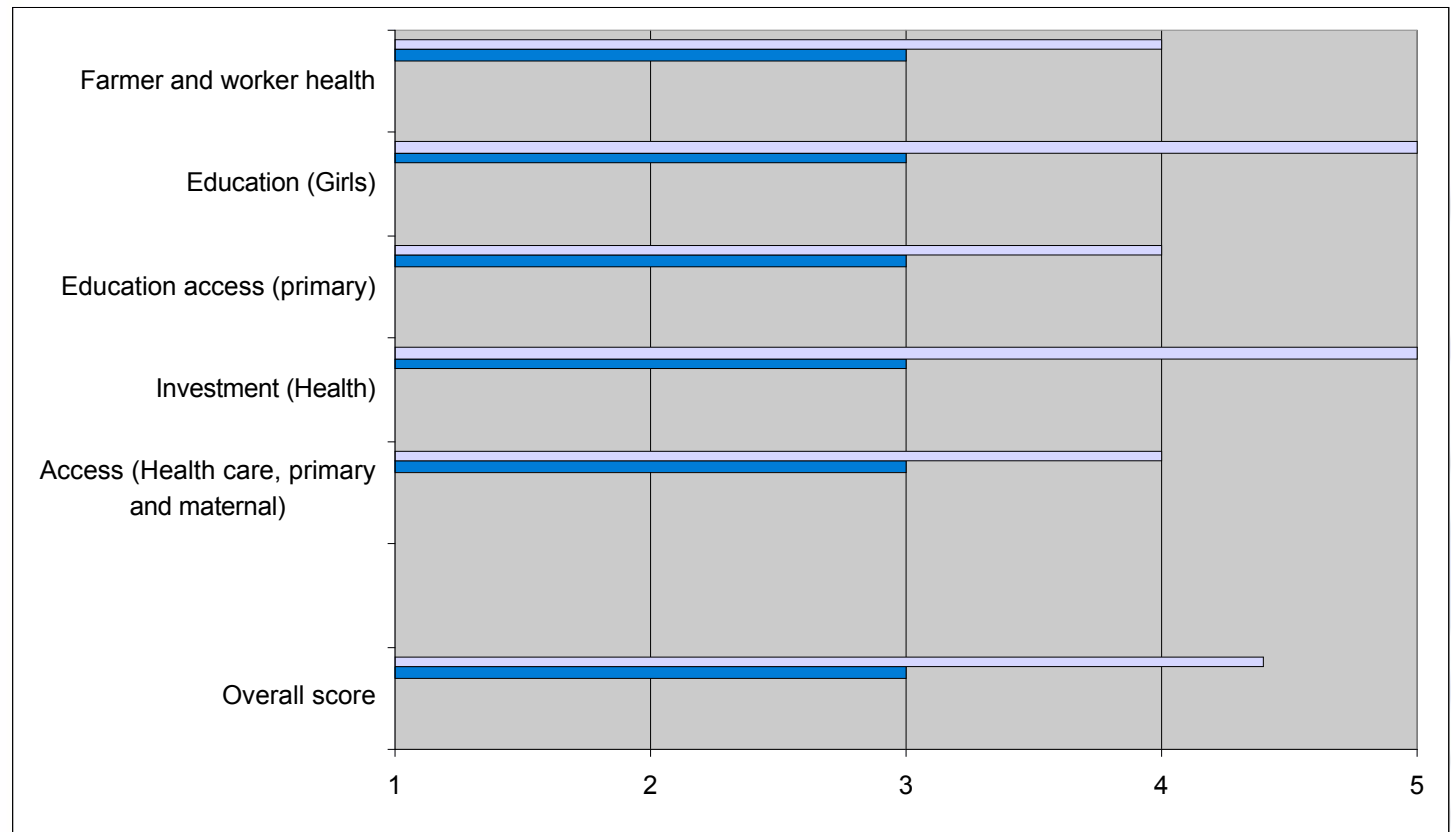


## Economic development – Senegal



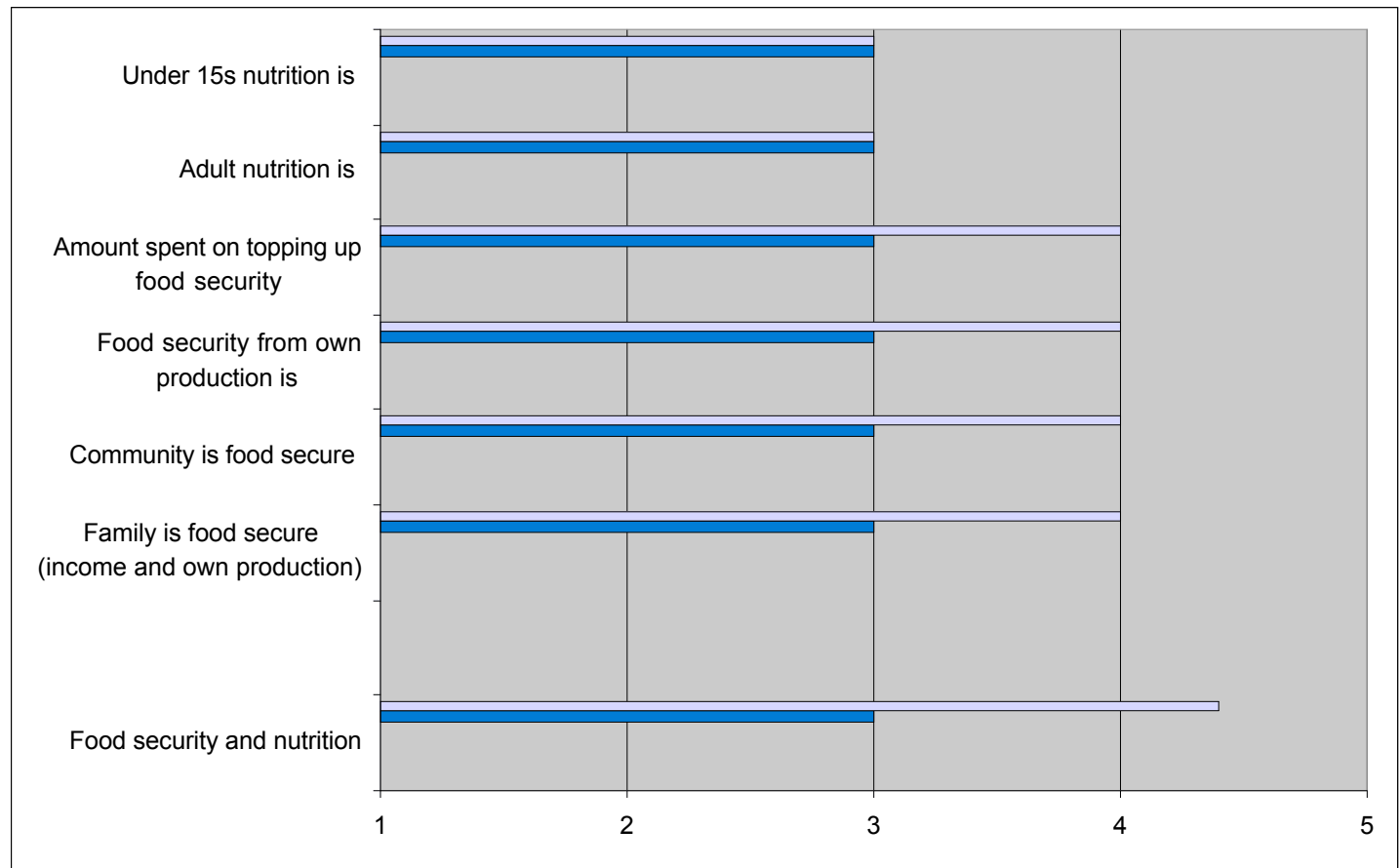


## Health and Education – Turkey





## Food security and nutrition – Senegal





Coming soon

1. Guide for farmers and field staff on implementation and process
2. Guide for Brands

A trials report is available on request

