Western Extension Risk Management Education Center

2018 Project Director Orientation

3:00PM Pacific Time – May 3, 2018

J. Shannon Neibergs, Ph.D.
Jo Ann Warner
Heather Schriver

Western Extension Risk Management Education

Washington State University Extension

USDA United States Department of Agriculture National Institute of Food and Agriculture
2018 Project Orientation

Documenting Producer Success through Performance Measures

Shannon Neibergs, Director

Jo Ann Warner, Associate Director

Heather Schriver, Grants & Communications Coordinator
Webinar Logistics

• Type questions in chat box
• Recording and posted on website
• Performance Measure/Evaluation resources on web
• Networking – emails.
What We Are Going to Cover

- Alignment of Programs and Goals using a Performance Measure/Theory of Change Approach
  - USDA/NIFA
  - ERME Western Center
  - ERME Funded Projects

- Evaluation and Reporting
- Invoicing and Reporting Logistics
USDA/NIFA Programs

- Grounded in USDA Strategic Goals
- Require planning and accountability measures
- Rely upon streamlined data collection
  - Reduces reporting burden
  - Creates a more transparent reporting process
    - Robust evidence based system
    - Shared knowledge base
So How Does Theory of Change Work?

Assumptions and Rationale for Effort Undertaken

- USDA/NIFA Goal: A Secure Safe Supply of Safe, Nutritious, and Affordable Food
- ERME Goal: To help farm and ranch families improve their economic viability through targeted risk management education
- ERME Production Risk Project Goal: Ensure profitability through increasing yields and reducing input costs
Production Risk Example

- Insufficient winter chill leads to reduced bud breaks and other detrimental conditions. These in turn, result in reduced fruit yield and quantity which have a direct impact on the economic viability of tree fruit production (rationale)

- Producers will collectively analyze information through use of a decision tool to determine gaps and challenges to effectively address emerging production risks due to climate variability (effort)

- Project team will assess the relationship between the desired risk management results and the project’s effort
  - End of project: Verifiable evidence of improved profitability
Extension Risk Management Education

• Economic Viability:
  – Legislative Authority: To educate agricultural producers with training that improves their economic viability
  – Economic viability refers to the farm’s or ranch’s ability to improve profitability and to increase opportunities for equity growth over time.
  – Successful projects provide evidence of economic gains for producers.
ERME Program Goals Related to Economic Viability

1. Production: Ensure profitability through increasing yields and reducing input costs

2. Market: Ensure increased revenues by increasing sales and execution of optimal market pricing

3. Financial: Ensure profitability by increasing cash flow and growing business equity
ERME Program Goals Related to Economic Viability

4. Legal: Ensure profitability by reducing legal risk exposure and increasing compliance

ERME Program Goals Related to Economic Viability

Common Denominator:

- Economic or profit indicator of reduced risk which is constant across all 5 risk areas.
What is Theory of Change?

“...I think you should be more explicit here in step two.”

Image credit: Sidney Harris
Questions?
Theory of Change – What Is It?

➢ Underlying **assumptions or rationale** for how your project activities will lead farmers and ranchers to the desired results.

   □ Why will your activities and projected risk management results/outcomes make a difference?

   □ What gaps in risk management does your project aim to fill?

   □ Why is this significant to food and ag?

➢ Sets up context at local, regional and national levels.
Theory of Change – Why Does it Matter?

1. Farmers and Ranchers: Improved risk management capacity
2. Project Level: Underlying assumptions that support the producer outcomes you have identified and will report to.
3. ERME Program Level: Funding justification to NIFA that bears out improved economic viability from your projects.
**Theory of Change – The Rationale for Your Project**

**To what degree and to what effect will the rationale for your project activities help lead to the desired results for producers?**

1. Put yourself in the role of participant:  
   a) From their perspective what do they want to know?

2. What do you, the program want to know?

3. What does the funder (Western Center/NIFA) want to know?
Performance Measures

- Articulates goals and plan for achievement (Planning and Design)
  - Theory of Change – Underlying assumptions, rational for effort undertaken

- Measures results across time to see how well participants are achieving their risk management goals. (Outcome Evaluation)
  - Links changes participants made to a specific part of the program.

- Uses data collection to inform the project team if they are going in the right direction (Performance Monitoring)
Proposed Risk Management Results

➢ Re-visit the proposed producer results
  ❑ Do they align with:
    1. Your rationale (Theory of Change)?
    2. ERME Program’s Economic Goals?
End Goal for Producer Actions is Improved Profitability

- Five levels of producer actions in order of increasing producer engagement:
  1. Understand
  2. Analyze
  3. Develop
  4. Decide
  5. Implement

Knowledge
  - Short Term
  - Necessary Pre-Conditions
  - Actions
    - Medium

Conditions
  - Long Term
Conditions

- Conditions - Long Term Impacts

  - Economic, social and environmental
    - Improved economic viability for farmers and ranchers
  - Improved profitability at the end of 18 months
    - Indicators of profitability
    - Evidence of Realized Economic Gain
Measuring Change Over Time – Evaluation

- Develop detailed evaluation questions that will help to answer the expectation of improved profitability for producers
Measuring Change Over Time – Evaluation

Generate Questions that will:

1. Serve the interests of the producers with whom you work.
   a) Measures changes in their knowledge, actions and conditions across the life of the project

2. Serve the interest of your program
   a) Measures effectiveness of team and if program is going in the right direction based upon what the data is telling you

3. Serve the interests of your regional leadership or stakeholder partners
   a) Measures public value level impacts
Measuring Change Over Time – Evaluation

➢ Re-check your Evaluation Questions:

1. Will they measure and describe the risk management outcomes/results you have identified in your proposal?

2. Do they link to ERME’s overarching goal of economic viability?
Evaluation Findings

➢ Contribute to program development

➢ Evidence Based
  - Collection of data that is useful and validates change (measures what is really happening)
  - Links producer success stories (anecdotal and testimonials) with data for accountability.
  - Built upon continuous collaboration with participants to earn their trust.

➢ Fulfills ERME goal for economic viability
  - Provides justification for ROI of NIFA funds
  - Worthwhile investment of taxpayer dollars
Maybe we should build a boat instead...
Performance Measures & Theory of Change Resources

Results Verification – Documenting Risk Management Outcomes through Performance Measures

- Performance Measures – an Article Tutorial
- Program Evaluation – An Article Tutorial
- Theory of Change Construct for Production Risk
- Theory of Change Construct for Logic Model
- Baseline Measures

Evaluation Resources

- Program Evaluation *(While this is a dedicated Washington State University site on Project and Program Evaluation – it contains a variety of tools and resources to help measure, evaluate and record producer results.)*
- Program Evaluation and Survey Design Techniques
- Retrospective and Post Evaluation (.doc)
- Short Term Evaluation (.doc)
- Long Term Evaluation (.doc)
- Evaluation Resource Materials Compilation
Communicating your Success in the Results Verification System (RVS)

- Summary of Evaluation Findings
  1. Project Overview
  2. Proposed Results

- Reflect back on your theory of change
  1. Project Comments
     a. Unexpected results
     b. Project Improvements
     c. Keys to Success

- Data collection methods and instruments that capture producer stories and indicate improved economic resilience and viability
  a) Individual Stories/Quotes
Impact Reporting

- Demonstrates:
  - Achievement of participant outcomes and program success in a public reporting system available to all stakeholder partners
    - USDA
    - Governmental
    - Congressional
    - Public/Private Sector Stakeholders
    - Communities
    - Funding Agencies
    - Upper Administration at Universities
Training Small Scale Sierra Nevada Farmers...to Reduce Risk & Improve Economic Viability

**Results**

<table>
<thead>
<tr>
<th>Description</th>
<th>Business and strategic planning</th>
<th>Develop</th>
<th>10</th>
<th>20</th>
<th>Written evaluation, Action Plan, assignment completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Producers will develop specific business plan components, including</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>marketing and operations plans, cash flow and capital expenditure budgets.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Producers will analyze the components of their operations; evaluating</td>
<td>Cost of production and</td>
<td>Analyze</td>
<td>10</td>
<td>14</td>
<td>Written evaluation, Action Plan, and/or assignment</td>
</tr>
<tr>
<td>costs of production and marketing; projecting potential sales; and</td>
<td>benchmarking</td>
<td></td>
<td></td>
<td></td>
<td>completion</td>
</tr>
<tr>
<td>assessing the profitability of each enterprise.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participants will develop and implement financial analysis and record</td>
<td>Financial records and</td>
<td>Implement</td>
<td>10</td>
<td>20</td>
<td>Written evaluation, Action Plan, and/or assignment</td>
</tr>
<tr>
<td>keeping systems, including enterprise analysis, cash flow, and</td>
<td>analysis</td>
<td></td>
<td></td>
<td></td>
<td>completion</td>
</tr>
<tr>
<td>profit and loss.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Producers will develop and implement their action plans.</td>
<td>Business and</td>
<td>Implement</td>
<td>40</td>
<td>58</td>
<td>Action Plan, self reporting</td>
</tr>
<tr>
<td></td>
<td>strategic planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**INDIVIDUAL STORIES / EXAMPLES OF SUCCESS / QUOTES**

A couple of young annual crop growers attended our Farm Business Planning course in 2016, and worked hard on analyzing the economics of their business, to see what they needed to work on. At the end of the course, they found an opportunity to purchase land to expand their farm. They asked for advice from course participants and trainers. They ended up being able to buy the land, in part because they had good records, a solid plan for the business and were well on the way to being profitable and earning a reasonable salary. In 2017, they came back to the Scaling Up Business course to analyze their new, larger farm and get help developing efficiencies, especially in labor, to continue to improve the profitability of the business and avoid burnout from overwork. Both the business and the farmers are healthy and well this season.
Training Small Scale Sierra Nevada Farmers...to Reduce Risk & Improve Economic Viability

**DESCRIBE ANY UNEXPECTED RESULTS OF THE PROJECT:**

- Phone survey on current scale (total farm income or gross sales) of their businesses.
  - Used to develop benchmarks for future curriculum
- Comparison to 2012 Ag Census Data to demonstrate increased profitability.
Questions/Discussion?
Award Management

1. http://westrme.wsu.edu/award-management/tools-for-project-directors/


**Bookmark these pages!**
Award Management
(Tools for Project Directors Tab)

- Funding Acknowledgement and Logo Requirements
- Invoicing
  - University
  - Non-University
  - Sample Invoice
- Results Verification
Award Management

• Acknowledgement of Support:
  – This material is based upon work supported by USDA/NIFA under Award Number 2015-49200-24225.

• Logos – USDA/NIFA and Western ERME
Award Management

– Acknowledgment of Support
  • Proper Naming Convention

Western Extension Risk Management Education Center

Or

Western ERME Center
Invoicing

Invoicing – General

– Plan of Work Invoice
– Submit invoices monthly
– Invoice Certification Statement
  • Include on your invoice
– Sample Subcontract Invoice
Invoicing

Invoicing Procedures
- Cost Reimbursable Subcontract
- Supporting documentation
  - Accounting of salaries and wages
  - Copies of receipts etc. from vendors
  - Travel detail

**ERME 2018 Subaward Attachment 4 – Non University or University**
Reporting & Invoicing Policy

➢ Invoice payment ➞ Current and satisfactory reporting

➢ Progress Notes Section of Online Report
  ▪ **No Program Delivery in a quarter?** Write a short note in the Progress Notes Section of the report.
  
  ▪ **Submitting invoices in the first 3 months of your project?** Log into reporting system and check off the project steps that have been completed; or write a brief description of the program delivery that has occurred to date in the Progress Notes Section of the report.
Questions?
Reporting Dates and Timeline – (18 Month Period of Performance)

Online Reporting

– Online quarterly reports (2017/2018 Timeline)
  • July 2, 2018
  • October 1, 2018
  • January 2, 2019
  • April 1, 2019
  • July 1, 2019

– Final Report
  • October 15, 2019

– Proposed Results, Project Steps, Overview
  • Auto populated in the online report system
**Progress Reports**

**Additional progress reports may be submitted or report info entered at any time!**
Reporting Resources for the RVS System

- http://westrme.wsu.edu/award-management/reporting/education-projects/
- http://westrme.wsu.edu/award-management/reporting/exploratory-grants/
- http://extensionrme.org/verification/media.htm
Resources Page

Resources for the Results Verification System

Tutorials

- Application Tutorial
- Reporting Tutorial
- ERME Budget Form
- Budget & Budget Narrative Instructions
- Sample Budget Narrative
Reporting Tutorial

- [http://extensionrme.org/pubs/ReportingTutorial.PDF](http://extensionrme.org/pubs/ReportingTutorial.PDF)
# Entering Your Report

![Screenshot of the RVS Verification System dashboard](image)

The RVS Verification System is a tool designed to help users manage and verify their projects. The dashboard includes options for users to view their projects, approve final reports, and manage evaluations.

### My Projects

<table>
<thead>
<tr>
<th>Funder</th>
<th>Project Description</th>
<th>Project Director</th>
<th>Year</th>
<th>Stage</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Test Small Education Project</td>
<td>Shannon Neibergs</td>
<td>2014</td>
<td>Application</td>
<td>Due 12/12/2013 at 7:00 PM (Pacific)</td>
</tr>
<tr>
<td></td>
<td>Test Livestock Program</td>
<td>Jo Ann Warner</td>
<td>2014</td>
<td>Application</td>
<td>Due 2/27/2014 at 5:00 PM (Pacific)</td>
</tr>
<tr>
<td></td>
<td>Sample Exploratory Reporting</td>
<td>ERME User</td>
<td>2014</td>
<td>Progress Report</td>
<td>Due 12/1/2014</td>
</tr>
<tr>
<td></td>
<td>Training - Reporting</td>
<td>ERME User</td>
<td>2014</td>
<td>Final Report</td>
<td>Due 8/1/2015</td>
</tr>
</tbody>
</table>

### Projects to Evaluate

- ![Icon](image) Test Small Education Project
- ![Icon](image) Test Livestock Program
- ![Icon](image) Sample Exploratory Reporting
- ![Icon](image) Training - Reporting

### Additional Features

- [Start New Application](#)
- [Logout](#)
- [Settings](#)
Important Information

TRAINING - REPORTING

IMPORTANT INFORMATION

Do not use the "forward" or "back" buttons of your browser. Your data will not be saved unless you use the system navigation.

You may enter your input sequentially, or click on any section on the left menu bar to input your information in the order you choose.

Instructions are available for each section of input by clicking on the "Instructions" button located in the upper right portion of the screen.

Until you submit, you can return and edit it as frequently as you wish.

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Email: cffm@umn.edu
Website: http://www.extensionrme.org
Reporting Portal
Instructions Window

Results Verification System

Project People

Project Director

The designated Project Director must be actively involved at all stages of the Application process, and is responsible for completing the project. This includes project management, subcontracting, funds oversight, meeting project time schedules, reporting progress and submitting the final report.

You will not be able to change the Project Director without contacting the appropriate regional ERME Center.

Co-Project Director

You have the option of entering one or more Co-Project Directors. To do so, click on “Add New” and enter the appropriate email address. The individual must first create an account in the Results Verification System.

Project Contact

You have the option of entering a Project Contact. The Project Contact is usually the person entering the Application, if he/she is someone other than the Project Director. The individual must first create an account in the Results Verification System.
Submitting A Report

Training - Reporting

Submit your report... are you sure?

Once you submit your report, it will be locked and you will not be able to edit it. You can, however, resubmit it if you have additional information to add to the report or if ERME requests that you resubmit it.

Until you submit your report you can return and edit it as frequently as you wish.

- Other Progress Report
- Resubmit 2nd Quarterly Report
- Submit Final Report

Submit
Submit your report... are you sure?

It is STRONGLY recommended you preview how your public report will look on the Extension RME website before submitting your final report.

Once your report is submitted, it will be locked and you will not be able to edit it. You can, however, resubmit it if you have additional information to add or if ERME requests that you resubmit it.

Until you submit your report you can return and edit it as frequently as you wish.

Preview your final report before submitting: [Preview Public Report]

- Resubmit 2nd Quarterly Report
- Submit 3rd Quarterly Report
- Submit Final Report

[Submit]
Thank you!

Questions?

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sneibergs@wsu.edu
Heather Schriver 541-891-9190
hschriver@wsu.edu