Monitoring, Learning and Evaluation in Going-to-Scale

Julius Okello, Temesgen Bocher, Jan Low

Jacaaranda Hotel, Nairobi
September 9 -11, 2014
Presentation outline

• Historical perspective
• Lessons from past interventions
• What we need to learn going forward BIGGER
• What system of MLE will facilitate the learning?
SASHA Interventions – the vines
SASHA intervention contd.

• Nutrition...
  – Information on the benefits of consuming OFSP
  – Nutrition information via CHWs in Mama SASHA

• Agronomy...
  – Sensitization in Marando Bora

• Value Chain
  -- Linking farmers to markets
The result....

• More farmers planting OFSP

• More land under OFSP?
The result...

- Information on the benefits of consuming OFSP
  - Nutrition information via CHWs in Mama SASHA
  - Sensitization in Marando Bora
What else?

- More OFSP in local markets
  - Roadside
  - Wet/retail market outlets
- ... And in the commercial value chains
So what do we know....

• # 1: It is possible to increase adoption of OFSP given the right mix of factors (RAC)
• # 2: SP (and hence OFSP) is not just a woman’s crop – Okello, Sindi et al, 2014; RAC (David)
• # 3: Consumption of OFSP contribute to reduction of VAD
• # 4: Kids actually like the orange color of OFSP
• # 5: There is commercial sector interest in
How did we learn these?

- Proof of concept studies
  - CIP, HarvestPlus, ....

- Monitoring what we are doing
  - Rwanda, Mozambique, Malawi, ......, RAC designed and used tools for monitoring
  - Going-to-scale Mozambique, Ethiopia

- Evaluation studies.....
  - Early adoption --- in Tanzania
So CIP has been doing M&E, BUT......

• There are many things we still don’t know yet...

• ...and many others we need to better understand.
Here are the things we need to learn:

- **# 1: Vine delivery system**
  - Multiplier characteristics & supply
  - Targeting vulnerable households.
  - Capturing indirect beneficiaries
  - Quality assurance

- **# 2: OFSP production**
  - Who is planting our vines?
  - Is there planting in season 3, 4, ... season?
  - How best do we capture production, yield?
Things to learn contd....

• # 3. Markets

1. Producers:
   – Share sold; where sold; # supplying processor
   – Prices by market type

2. Consumers
   – Frequency and vol of purchase of roots; products
   – Price of roots by market type
   – # and price of products
Things to learn contd....

• # 4. Key household welfare indicators

1. Dietary indicators
   – Gendered nutrition knowledge; diet diversity; freq of Vit A consumption (incl OFSP); min acceptable diet; IYCF practices; ...

2. Food security indicators
   – Copying strategy, World Bank index; HIAS
Things to learn contd...

• # 5. Gender
  – Min. vs desirable gender disaggregation of data
  – Measurement of empowerment

• # 6. Gross margins
  – Capturing returns to family labor – roots and vines

• # 7. Agro-processor
  – # products
  – Vol and value of sales by store and trader
Hence in going-to-scale....

..... the emphasis will be on Monitoring Learning Evaluation
Impact Pathway (IP)

RTB - Process coordinators workshop, 2014
• # 1. How do we the MLE to...
  – Generate credible data
  – Enhance learning
  – At the lowest possible time and
  – Without exasperating field staff/partners

• # 2. What system of MLE do we adopt?
M&E Systems (some)...

• Utilization-Focused M&E – SUSTAIN?

• Results-Based M&E – RTB?
What is Utilization-Focused Evaluation?

• Focuses on intended use and users.
• Key users (stakeholders) decide
  – Purpose and criteria
  – Content, theory of change,...
  >> evaluator is a negotiator of consensuses
• It is highly personal and situational
  – Focuses on users rather than audience
• Data collected & used for decision-making.
  – “No report to gather dust on the bookshelves” (Patton M. Quinn, 2009)
UFE contd...

- UFE recognizes need to collect credible data
- Evaluator:
  - Is scientist – must collect “technically impeccable data while staying above ... project politics and utilization relationships” Quinn (2009)
  - Consultative – seek to hear and adjust according to the situation >>>>Be Active-Reactive-Adaptive
  - Surveillance and compliance – keep an eye on expenses
Result Based M&E

• In RBE, the focus of the monitoring is on the outcomes of a project

>>> Result = Outcome
M&E as conceptualized by RTB

Structured in 2 blocks

Output monitoring
- CRP Indicators of progress
- Product portfolio with milestones
- Output planning and reporting system
- Business plan
- Annual POWB and reporting OCS

Outcome monitoring
- Outcome indicators
  - Mostly quantitative approach
- Research outcomes
- Descriptive approach (more qualitative)
- Outputs performances
- Products
- Activities

Impacts
- System level outcomes
- Common tools

RTB Report, 2014
1. **Program**
   Contributing to program/strategy

2. **Identification**
   Stakeholder problem and objective analysis

3. **Formulation**
   Design of M&E

4. **Appraisal**
   Financial technical

5. **Implementations**
   Analysis of outputs and outcomes

6. **Evaluation**
   Summative evaluation, recommendation, and lessons

---

Source: Spreckley, 2009
Way forward....

• Which system of MLE?
  – Hybrid?

• How do we collect this data
  – Paper or Smart phone?

• Monitoring projects
  – “Rent or buy”?

• Regularity of monitoring
  – Lesson from RAC
Thanks!!!