



FEED^{THE}**FUTURE**

The U.S. Government's Global Hunger & Food Security Initiative

GLOBAL LEARNING AND EVIDENCE EXCHANGE
M A R K E T S Y S T E M S

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Monitoring for Systemic Impact and Results

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Why is good monitoring essential in market systems development work?

Accountability and Learning



The Challenge

Measuring market systems change through traditional M&E alone doesn't work because:



- 1. Market system and value chain development is:**
 - **Multidimensional:** Lots of interventions, lots of levels of intervention
 - **Dynamic:** Context and interventions shift over time
 - **Complex:** System responses are difficult to predict
- 2. Facilitation approaches** lead to results that come more slowly, and are more difficult to track



The Response: Changes to the MEL system

- Changes to standard indicators
- Promoting custom indicators
- Promoting qualitative methods
- Understanding that Theories of Change will change and there may be a lag in results/impacts
- More holistic picture will be communicated through:
 - portfolio reviews
 - Feed the Future Monitoring System (FTFMS)
 - Key Issue Narratives





NO SILVER BULLET



There is no magic indicator list. Monitoring Market System Development is a learning process and your experiences will help refine and improve the process.

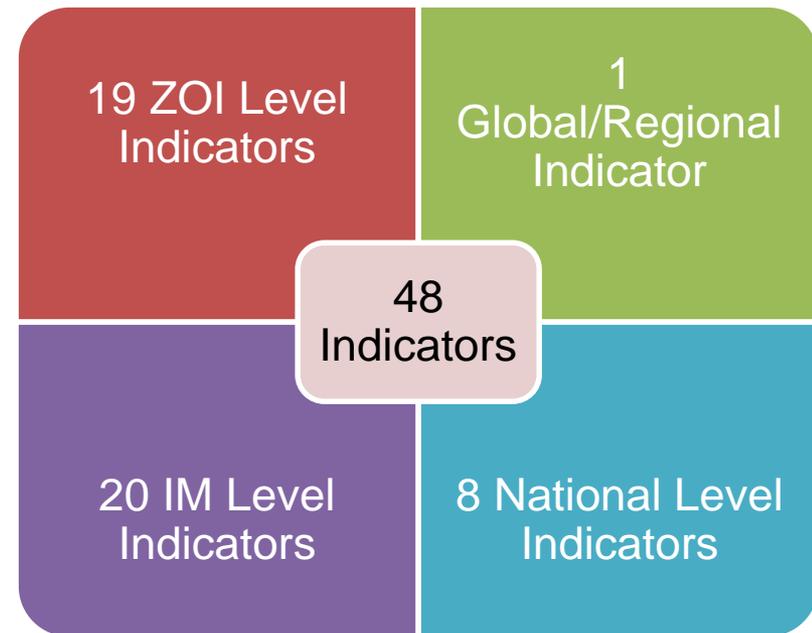
GFSS Standard Indicators: National and ZOI Indicators

New ZOI Indicators with an ag systems transformation lens:

- Wealth Asset Index Score (Obj 1)
- Proportion of producers in the targeted area who have applied targeted improved management practices or technologies (IR1)
- Yield of targeted agricultural commodities within target areas (IR 4)

National Level Indicators with a ag systems transformation lens:

- Percent change in value-added in the agrifood system (Ag GDP+) (Obj 1)
- Employment in the agrifood system (IR 3)
- Value of targeted agricultural commodities exported at a national level (IR 2)
- Institutional Architecture (Modified) Index (CC IR 5)
- GFSS Policy Matrix Progress Score (CC IR 5)





GFSS standard indicators: Activity-level Indicators to measure market systems work

- Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance (IR 1)
- Value of annual sales of farms and firms receiving USG assistance (IR 2)
- Yield of targeted agricultural commodities among program participants with USG assistance (IR 4)
- Number of hectares under improved management practices or technologies with USG assistance (IR 4)
- Value of new private sector capital investment leveraged by the USG to support food security and nutrition (CC IR 1)





Special note: What is a direct beneficiary?

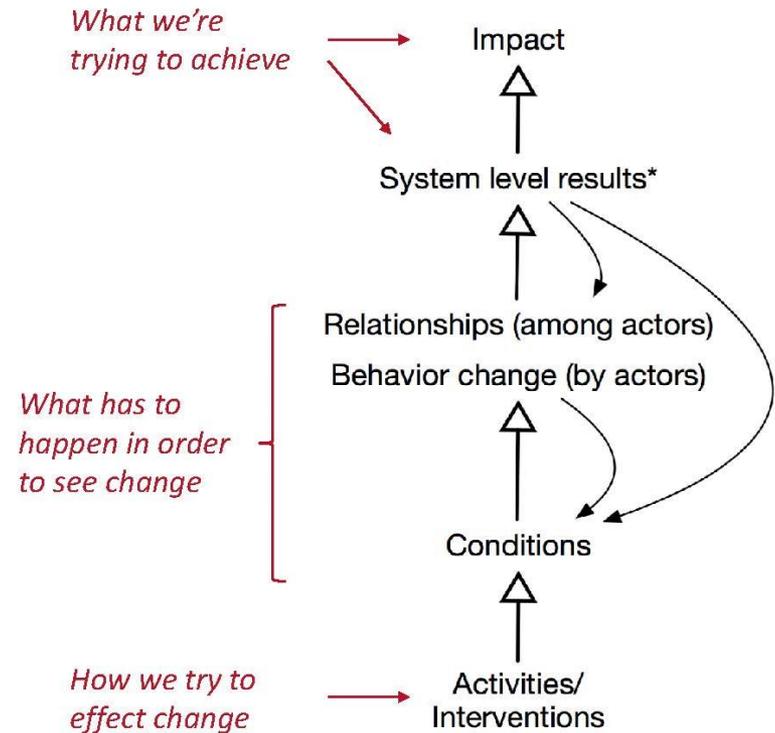
- *“The individuals who then benefit from services or training delivered by the individuals or organizations trained or assisted by the implementing mechanism are also direct beneficiaries”* – Feed the Future Agricultural Indicators Guide
- The reach must be part of a deliberate implementation strategy
- Example: Partnering for Innovation public-private partnerships

Did you know??



Step #1: Create a strong theory of change

- Understand and map the system
- Who do you want to affect?
- What has to happen to see the change?
- How will we try to affect change?
- Think about the 5Rs: Results, Roles, Relationships, Rules and Resources

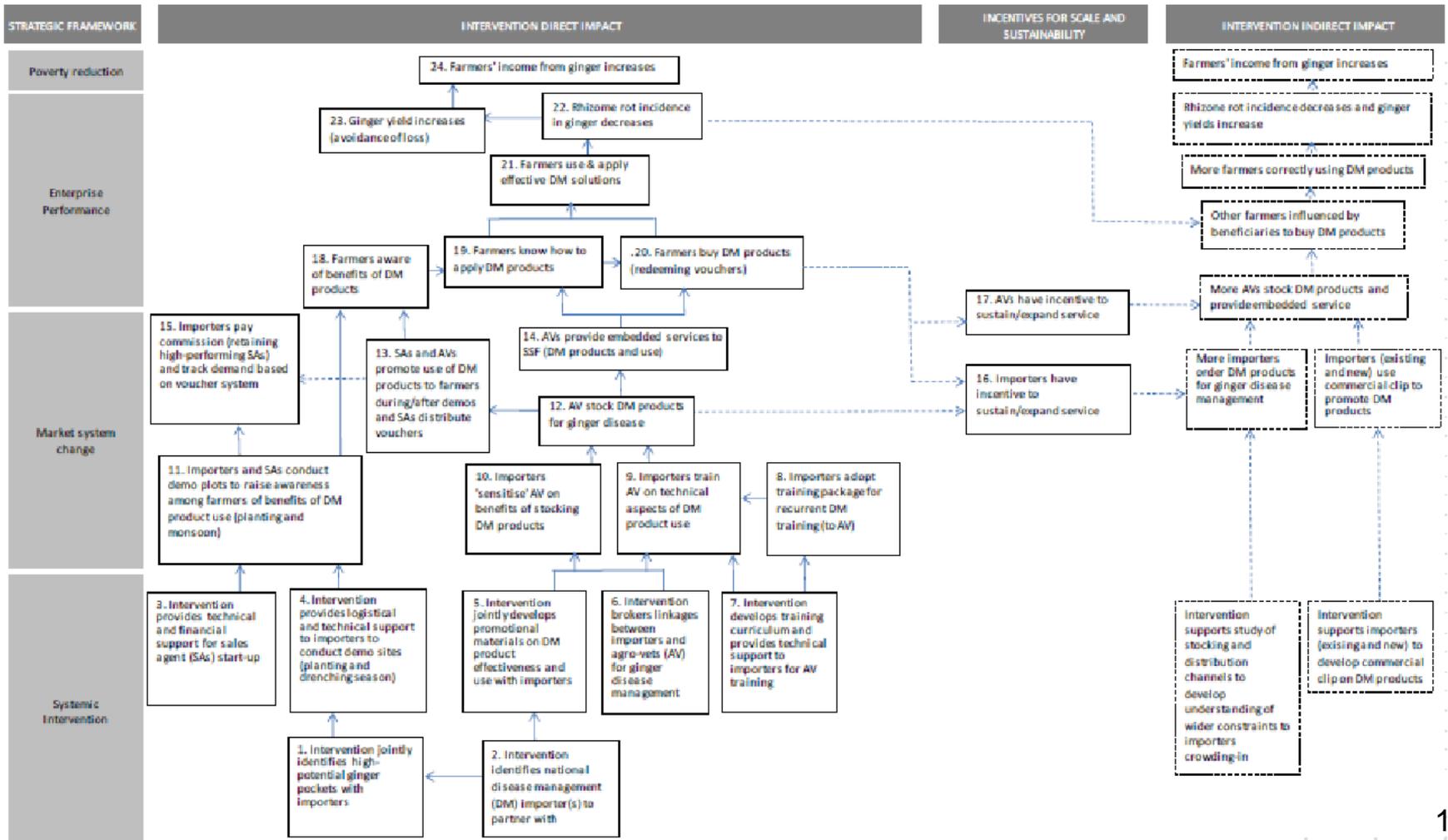




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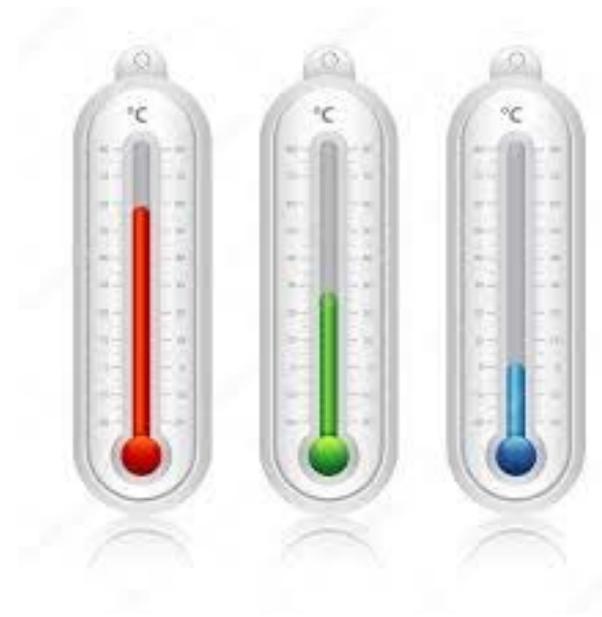
Step #1: Results chain as best practice





Step #2: Identify indicators customized to your theory of change

- Mix standard and custom, qualitative and quantitative
- Balance across different types of changes at different levels
- Identify sufficient number to inform decisions while avoiding unnecessary indicators:
 - Will indicator inform next steps?
 - Will indicator help establish link between changes between levels in the causal pathway?
 - Is the indicator needed for reporting?





Step #2: Custom indicators of sustainability/scale

- Independent investment
- Target group benefits are sustained after support ends



- Partner contributions
- Partner satisfaction
- Evidence of long-term benefit
- Partner ability to continue
- Target group's satisfaction and benefit from pilot

- System responsiveness and receptiveness
- Ability of adopters to cope with stress

- Competitors crowd in
- Ability to accommodate competition or collaboration



Step #2: More custom indicators

Perception and Beliefs	Perception of the acceptability of a new model
Investment	Investment in project-supported models
	Replication of new innovations by an agent in other parts of its operations
Innovation	Evolution in business models, products, and processes
	Business entry and exit rates
Imitation	Number of new actors adopting an innovation
Norms	Relationship duration
	Compliance with formal rules
Networks	Flows of information, finance, materials
	Network fragmentation

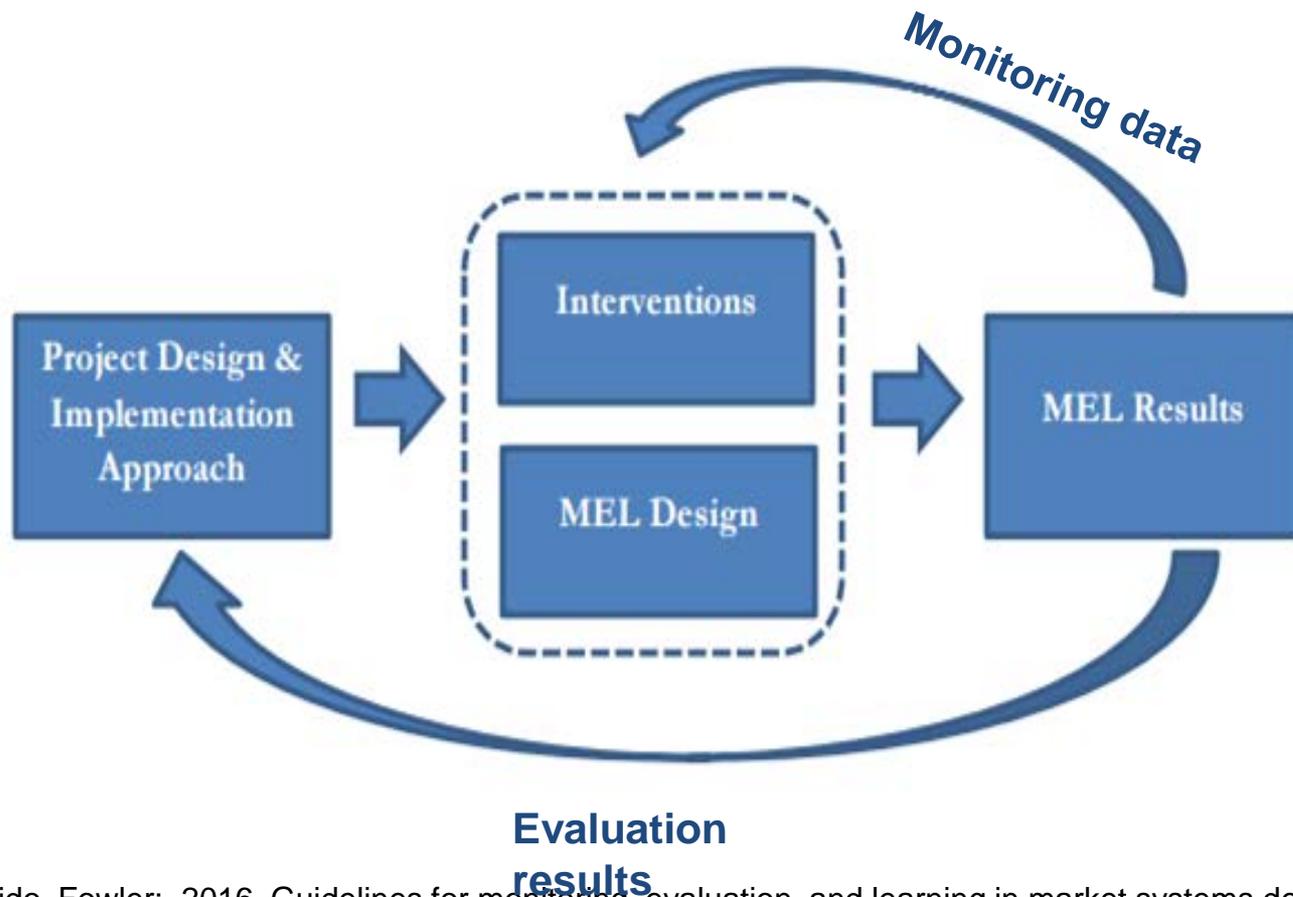


Step #3 – Add qualitative methodologies

Method/Tool	Description
Most significant change	A participatory method based on stakeholder narratives. Stakeholders identify what they consider to be the most significant change resulting from the intervention, generating hundreds of stories. The stories are sorted into categories (domains of change) and the most representative stories are selected. Stories may be collected on a monthly, quarterly or annual basis.
Social network analysis	A number of techniques used to visualize and analyze actors in a system and the relationships between them. A network map can show the number of actors, how closely or distantly they are connected, and identify actors who are centrally located. A variety of flows between actors can be measured, including products, payments, business services, credit, information, and technology diffusion.
Outcome harvesting	The evaluator works with the evaluation user to define questions related outcomes in behavior, relationships, practices or policies. For each outcome, the harvester uses a variety of data sources to determine the degree to which outcomes have occurred and the contribution of the intervention to that outcome. The approach is retrospective in that it first describes outcomes and then seeks plausible explanations of how the outcomes occurred.
Participatory systemic inquiry (PSI)	An approach for mapping partners and relationships by engaging multiple groups of stakeholders within the system. Results from different subsystems are triangulated and shared with stakeholders to clarify how the system is operating.
SenseMaker	The proprietary SenseMaker software program captures a large number of brief narratives that are interpreted by the people telling the story, using dimensions defined by the implementer. The software identifies emerging patterns of perceptions and attitudes, providing insights the implementer can use to adjust the intervention in order to, for example, amplify or dampen emerging patterns.



Step #4 - Use Frequent Feedback Loops



Source: Dunn, Pulido, Fowler; 2016. Guidelines for monitoring, evaluation, and learning in market systems development. LEO Report #51.



Resources: Learning

- [Guidelines for Monitoring, Evaluation, and Learning in Market Systems Development \(USAID, LEO\)](#)
- [Making Sense of Messiness – Monitoring and measuring change in market systems: A practitioner's perspective \(Springfield Center\)](#)
- [The Operational Guide for Making Markets Work for the Poor \(M4P\) Approach \(Springfield Center\)](#)
- [Evaluating Systems and Systemic Change for Inclusive Market Development](#)
- [Disrupting System Dynamics: A Framework for Understanding Systemic Change](#)
- [Practical Tools for Measuring System Health & Webinar](#)
- [Testing Tools for Assessing Systemic Change: A Synthesis and Tool Trials Report](#)
- [Learning with the Toolmakers webinar series \(including Using Systemic M&E Tools in Feed the Future Uganda\)](#)
- [BEAM Exchange Tools and Tips for M&E](#)
- [BEAM Exchange Monitoring Guidance](#)
- [The 5Rs Framework in the Program Cycle \(USAID\)](#)
- [Samareth Nepal's Results Measurement Manual \(DfID\)](#)
- [Measuring Attribution: Samareth NMDP Nepal \(DfID\)](#)



Resources: Doing

BFS MEL Advisor	Countries
Lindsey Anna	Liberia, All Aligned FTF countries
Madeleine Gauthier	Ghana, Senegal
Kiersten Johnson	Mali, Nigeria
Catherine Maldonado	Regional Missions
Janina Mera	Kenya, Mozambique
Tatiana Pulido	Rwanda, Uganda
Farzana Ramzan	Ethiopia, Tanzania, Zambia

Mechanisms:

- Monitoring, Evaluation, Research, and Learning Innovations (MERLIN)
 - POC: Sophia van der Bijl, PPL
 - SPACES mechanism: systems mapping, systems modeling, narrative based approaches and indicator-based approaches.
 - Rapid feedback: tests key program adaptations to inform achievement of results.
 - Developmental Evaluation Pilot Activity: quick, ongoing, iterative approach to evaluation.



Take-home messages

1. Good monitoring for market systems and value chain programming is essential for accountability AND good implementation (learning).
1. The GFSS Monitoring, Evaluation, and Learning system promotes a customized, mixed methods approach to better capture results of market systems development and transformation through:
 - Strong, detailed theory of change
 - Standard indicators
 - Custom indicators
 - Qualitative methods
 - Frequent feedback loops
1. There are many resources to draw from, but we need your help to test tools and develop best practice!



Panel

- Rita Laker-Ojok, Chief of Party, Feed the Future Agricultural Inputs Activity
- Laura Gonzalez, Uganda Feed the Future Coordinator
- Luca Crudeli, Chief of Party, Feed the Future Mozambique Agricultural Innovations Activity
- Todd Flower, Mozambique Feed the Future Coordinator



Pulling it all together: Uganda example

Custom indicator examples (early, middle, and system-level)

- Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources
- Reduction in post-harvest losses by activity-assisted smallholders
- Percentage of farmers acknowledging positive benefits from the accessed inputs
- Input sales by activity-assisted intermediary business models
- Number of traders with established relationships with labor-saving technology suppliers

Quantitative and Qualitative Methodologies

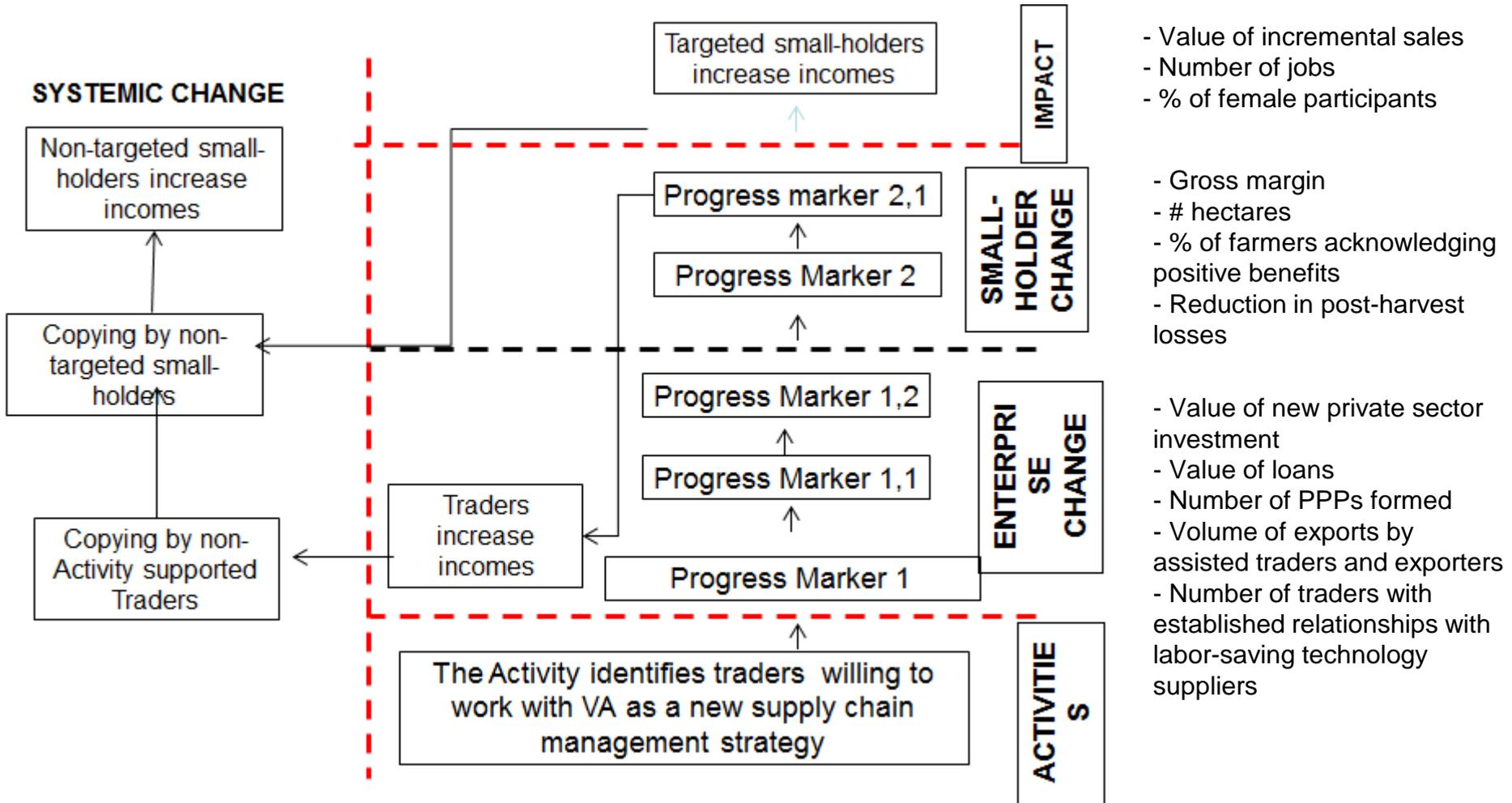
- System mapping
- Outcome mapping and outcome mapping journaling
- Baseline studies
- Annual reporting
- Adoption module in population-based survey
- SenseMaker
- VOTO





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- Value of incremental sales
- Number of jobs
- % of female participants
- Gross margin
- # hectares
- % of farmers acknowledging positive benefits
- Reduction in post-harvest losses
- Value of new private sector investment
- Value of loans
- Number of PPPs formed
- Volume of exports by assisted traders and exporters
- Number of traders with established relationships with labor-saving technology suppliers



Small group discussion

Identify a note-taker to discuss the following questions and chart your answers on a flip chart:

1. What innovative methods, indicators, or approaches have you used and found helpful in your value chain or market system programs to monitor whether interventions are resulting in the expected outcomes and impacts?
2. What challenges do you see to implementing some of the monitoring methods and ideas you've heard in this session?
3. What solutions would you propose to these challenges?



CLOSING PLENARY

Table Activity:

- Individually, complete an “Exit Ticket”.
- Create an improv story that starts with: It was a hot and sunny day at the market in Dakar...
- Each person adds one sentence to the story, starting with: Yes, AND...
- Each statement should relate in some way to **inclusion, nutrition, partnership** or **monitoring**.
- The story should include all 4 topics and conclude with the last person.
- Develop one Tweet of 140 character or less that summarizes your story and post your group Tweet.



[Tweets](#)

20 Minutes