Monitoring for Systemic Impact and Results

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Presented by Jessica Cagley, BFS/SPPM
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
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
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
- System responsiveness and receptiveness
- Ability of adopters to cope with stress
- Competitors crowd in
- Ability to accommodate competition or collaboration

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

### Step #2: More custom indicators

<table>
<thead>
<tr>
<th>Perception and Beliefs</th>
<th>Perception of the acceptability of a new model</th>
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</thead>
<tbody>
<tr>
<td>Investment</td>
<td>Investment in project-supported models</td>
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<td></td>
<td>Replication of new innovations by an agent in other parts of its operations</td>
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<tr>
<td>Innovation</td>
<td>Evolution in business models, products, and processes</td>
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<td></td>
<td>Business entry and exit rates</td>
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<tr>
<td>Imitation</td>
<td>Number of new actors adopting an innovation</td>
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<td>Norms</td>
<td>Relationship duration</td>
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<td></td>
<td>Compliance with formal rules</td>
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<tr>
<td>Networks</td>
<td>Flows of information, finance, materials</td>
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<td>Network fragmentation</td>
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## Step #3 – Add qualitative methodologies

<table>
<thead>
<tr>
<th>Method/Tool</th>
<th>Description</th>
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<tr>
<td><strong>Most significant change</strong></td>
<td>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.</td>
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<tr>
<td><strong>Social network analysis</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Outcome harvesting</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Participatory systemic inquiry (PSI)</strong></td>
<td>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.</td>
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<tr>
<td><strong>SenseMaker</strong></td>
<td>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.</td>
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Step #4 - Use Frequent Feedback Loops

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
- 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

<table>
<thead>
<tr>
<th>BFS MEL Advisor</th>
<th>Countries</th>
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<tbody>
<tr>
<td>Lindsey Anna</td>
<td>Liberia, All Aligned FTF countries</td>
</tr>
<tr>
<td>Madeleine Gauthier</td>
<td>Ghana, Senegal</td>
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<tr>
<td>Kiersten Johnson</td>
<td>Mali, Nigeria</td>
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<tr>
<td>Catherine Maldonado</td>
<td>Regional Missions</td>
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<tr>
<td>Janina Mera</td>
<td>Kenya, Mozambique</td>
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<tr>
<td>Tatiana Pulido</td>
<td>Rwanda, Uganda</td>
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<tr>
<td>Farzana Ramzan</td>
<td>Ethiopia, Tanzania, Zambia</td>
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### 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.
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
- 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?
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