Lessons on Implementation of MADE Programme M&E Strategy

Learning Events Series | 24 October 2019 t

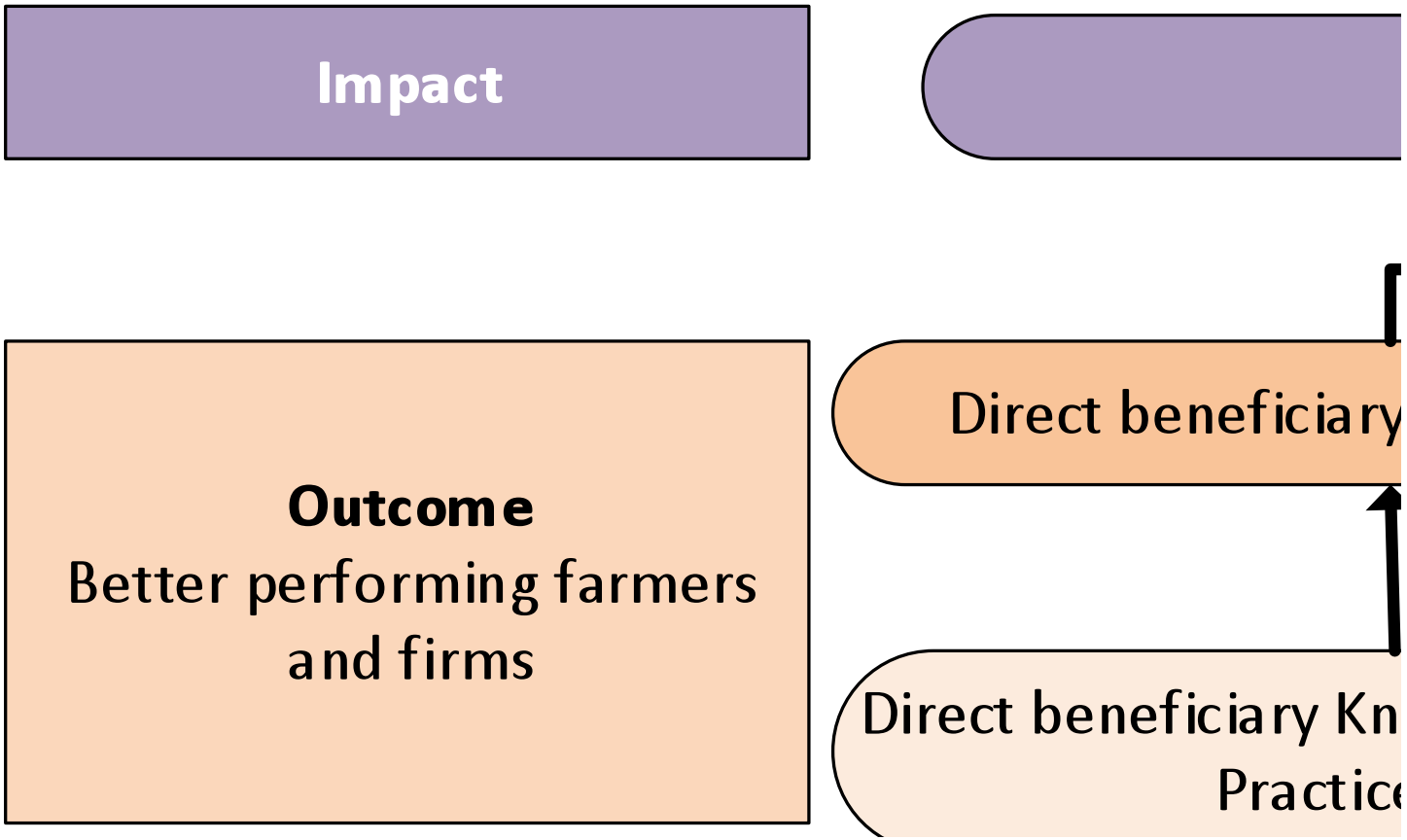
Sylvanus Abua

MADE's Results Framework

Market Development Programme in the Niger Delta - Phase Two (MADE II) is a follow-on programme to DFID funded initial 4.5-year, design and implement Market Development Programme in the Niger Delta (MADE).

Outcomes	Goals
1.To promote better performing poor small-scale farmers and entrepreneurs in target markets **2.To increase growth in sectors considered 'aspirational' by potential victims of trafficking**	To increase the incomes of 150,000(now 155,000) economically active poor people, 50% of whom must be women, by 15% through increased integration into select market systems and aspirational sectors

Theory of Change



Programme Footprints in the Niger Delta

UKaid
from the British people

MADE
Market Development Programme in the Niger Delta

- Agric Input
- Cassava
- Palm oil
- Poultry
- Fishery

Target:
Small/medium oil farmers of which 50% is owned by women; large commercial corporate mills etc

Target:
Smallholder cassava farmer, SMEs etc

Driving inclusive growth through a quiet revolution of the value chain

Target:
Households, poultry retailers etc

Target:
Small and medium farmers,farmer groups SME Hubs etc

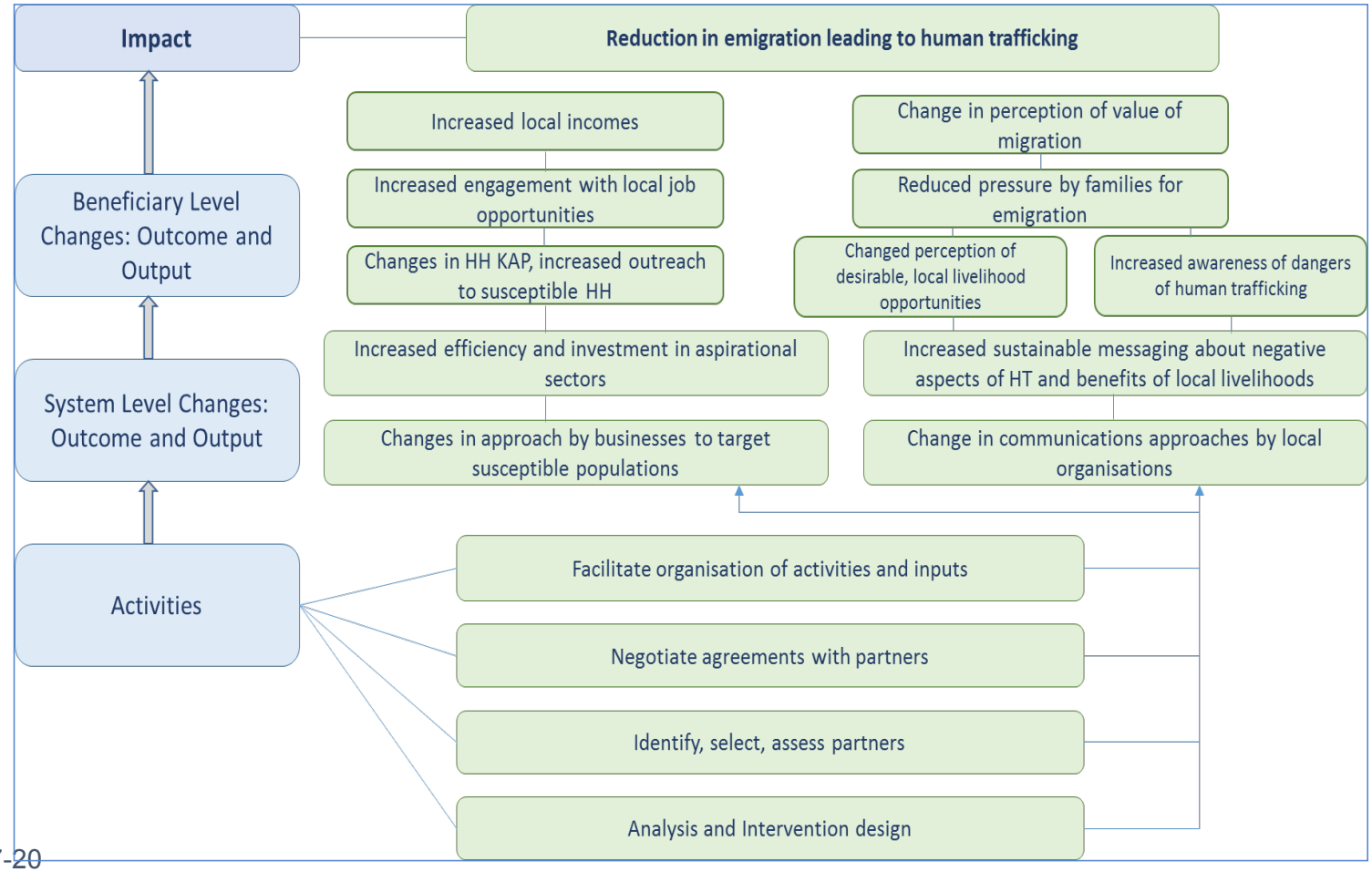
Target:
Cattish farmers, fish farmers associations, fish fed manufacturing compar hatcheries and support servic providers

MADE
Market Development Programme in the Niger Delta

Funded by
UKaid
from the British people

Implemented by
DAI

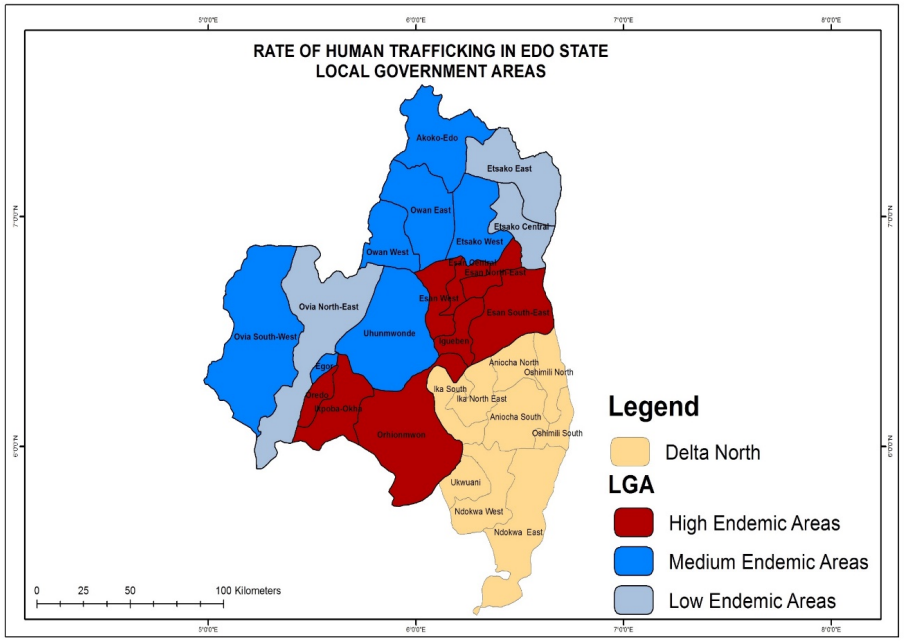
MDS Theory of Change



ESIP Overview

Increase Edo State's capacity to provide aspirational economic opportunities that can increase the incomes of returnees and PVHT,

…..and by doing so, reduce the incidents of irregular migration & human trafficking.



Stimulating economic livelihood opportunities in aspirational sectors:

- Agribusiness
- ICT
- Wholesale/Retail Trade
- Entertainment
- Renewable Energy
- Fashion & Beauty

Outreach = 40,000

Increase Income = 30,000

Investments = £10 million

ESIP Overview

Inception Phase 2018

Vulnerable Group Assessment
Edo Economic Outlook & Investment Scan
Stakeholders Mapping & Capacity Assessment
Sector Analysis
Edo LGA Mapping of Businesses and Crops with Comparative Advantage

2018

Intervention Design 2018

Access to market

Apiculture

Micro-retailing

Skills development

Feed finishing

Pilot 2018-2019

5 Interventions + Initiatives

Scale – Up + Additional Interventions 2019

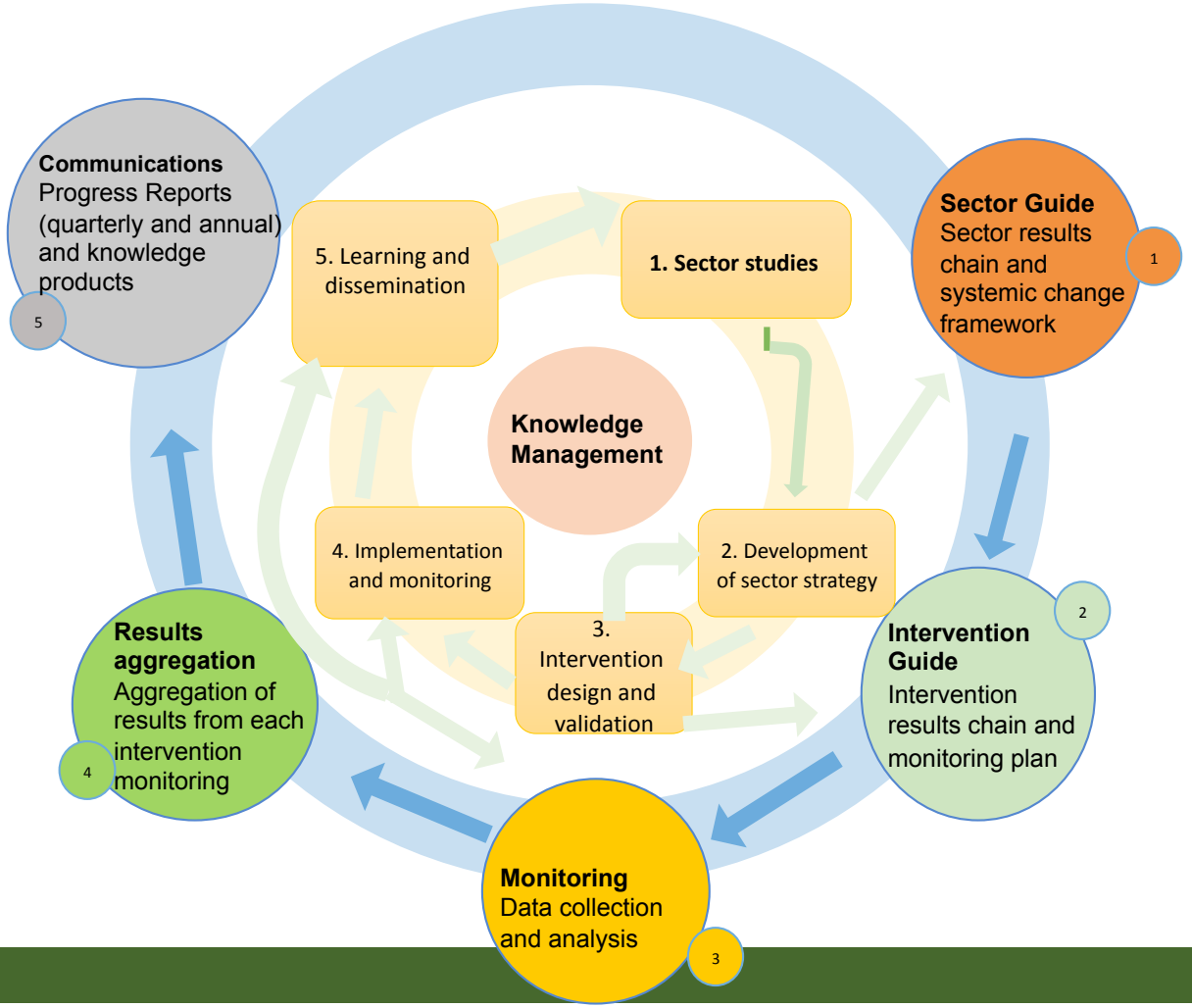
Exit 2020

MRM Mandate

The programme's MRM cross-cutting function supports:

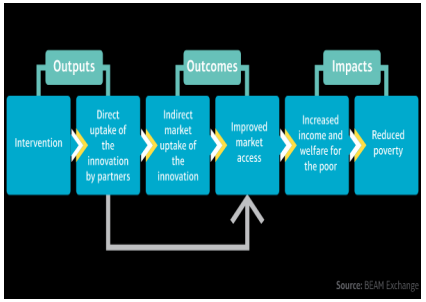
- Results-based planning, including impact forecasting and setting of evidence-based targets
- Measurement and reporting of programme achievements to prove the difference being made.
- Review of grant performance to inform output-based payment to partners during pilot interventions
- Continuous improvement of field operations and management decision making by generating credible evidence.
- Capture and documentation of lessons to inform continuous improvements and design/implementation of similar interventions in future.

Results Measurement in the Project Cycle/1

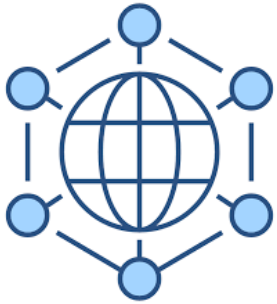


The MRM System in place

Intervention monitoring frameworks



Decentralised system



Sector analysis and baselines

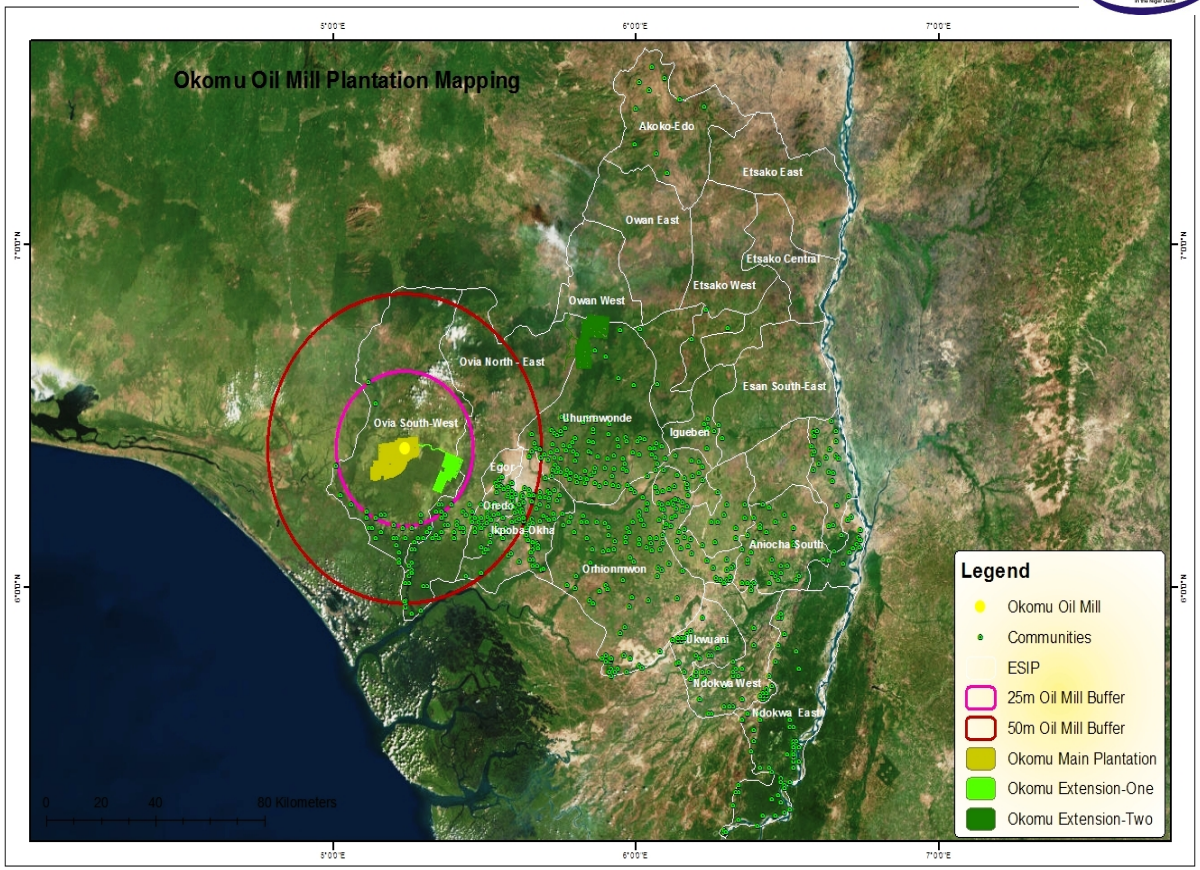
Staffing

Programme's data stored in database

Geographical information system integrated with M&E

Integration of GIS with the MRM System

- GIS integrated with the M&E system – both data collection and analysis
- The programme analyses data by location to show:
  - The programme's footprint in terms of intervention locations
  - Distribution of service providers
  - Innovations adopted across the region
  - Conversion of access outreach to impact
  - Additional income change across the target area
  - Value for money ratio

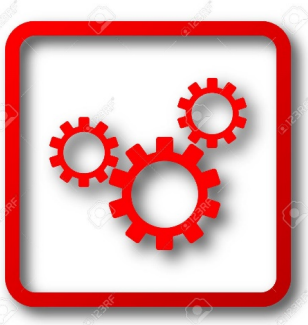


Measurement Approach

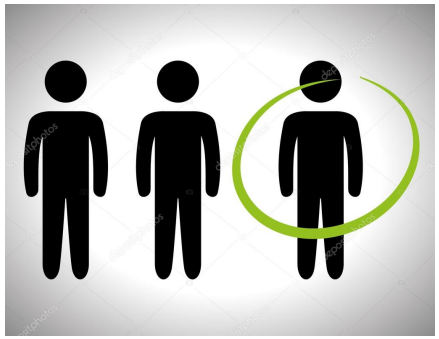
Compliance with DCED Standards

Mixed method approach

Micro-monitoring approach



Sample size and sampling procedure



Overview of data collection approach

Refresher training of experienced enumerators

Geo-referencing of programme footprints

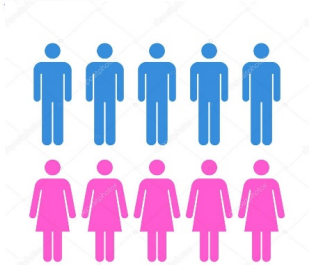
Efficient delivery considering schedule of quarterly reporting

Mobile data collection – lean and clean data

Output 1: Access to products and services

UKaid

MADE

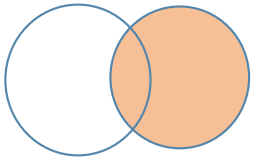


Clients

Baseline surveys

Tracking access outreach

Outreach verification



Managing overlap

Partners (lead firms and service providers)

Baseline surveys

Key informant interviews

Satisfaction survey

Output 2: Actors changing their approach

Investors adopting additional interventions

Tracking access outreach

Key informant interviews

NGOs and Dev't agencies influenced

Outreach verification for output based payment

Key informant interviews

Outcome: Better performing farmers and entrepreneurs

Increased productivity

Surveys

Key informant interviews

Focus group discussions

Behaviour change

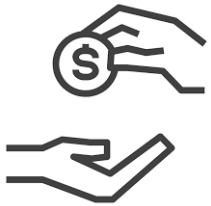
Surveys

Rating scale

Impact: Increased growth and income in target markets

Beneficiaries with increased incomes

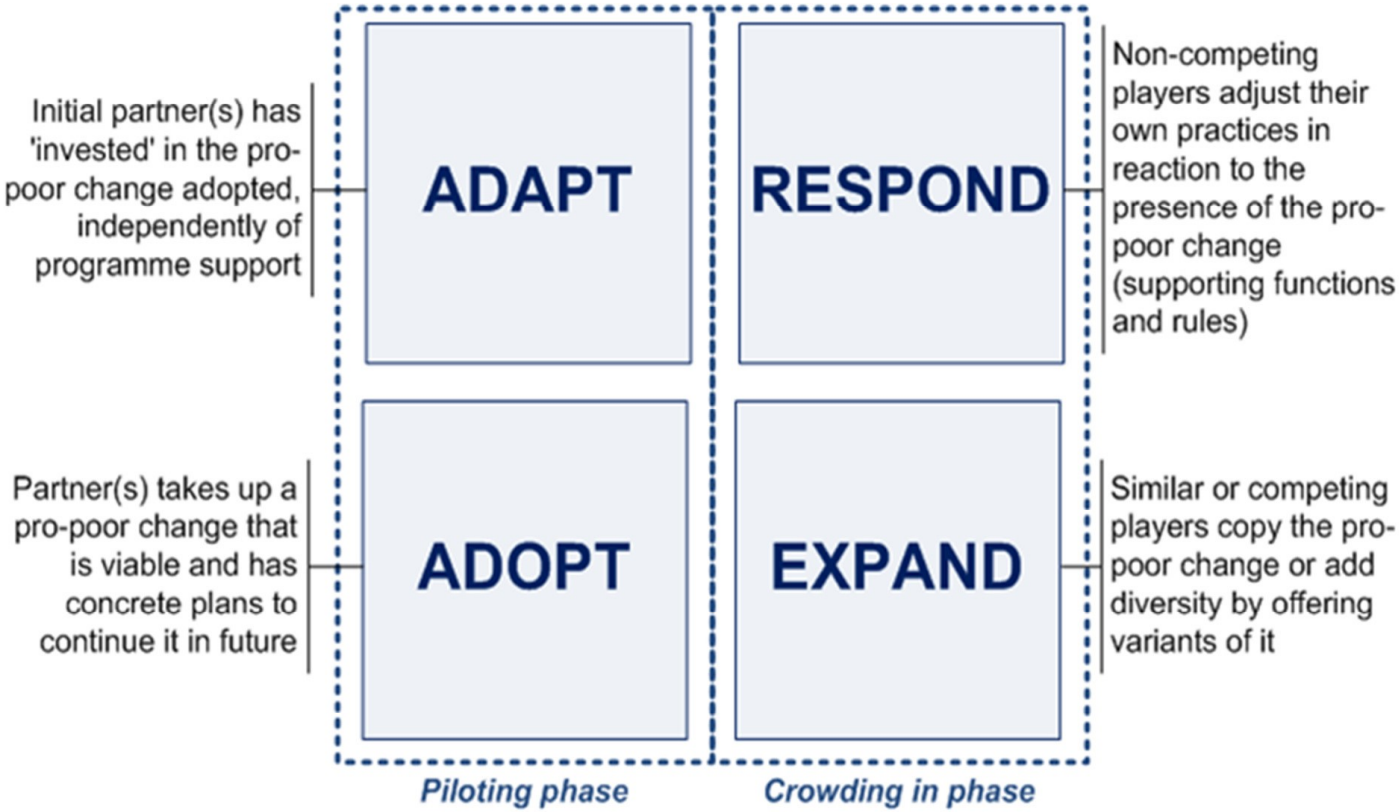
Surveys



Additional incomes

Estimation of attributable additional income

Measuring systemic change



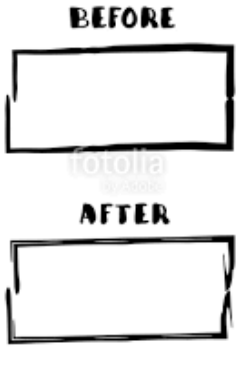
Measuring systemic change

Timing	Similarity	Knowledge transfer	Other contributory factors
• Did the change in practice happen after pilot with MADE?	• Is the model sufficiently similar to MADE's model?	• Is there any plausible way to transfer the model from the pilot partner to the crowded-in firm?	• Are there other factors that are also promoting the same kind of change in a similar manner? i.e. is someone else also contributing?

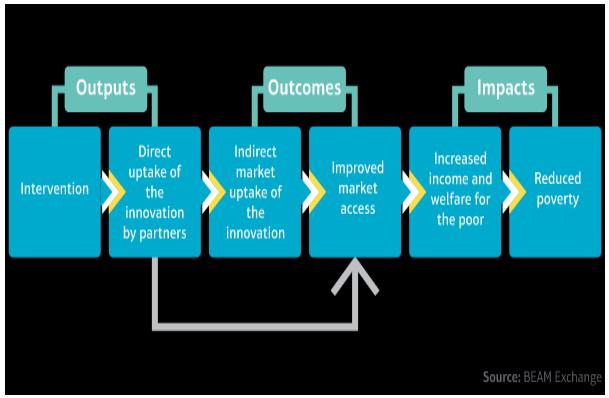
Qualitative research with acknowledgement from those in Expand/Respond is necessary to establish attribution

Attribution and Contribution Analysis/1

Comparison group



Before and after analysis

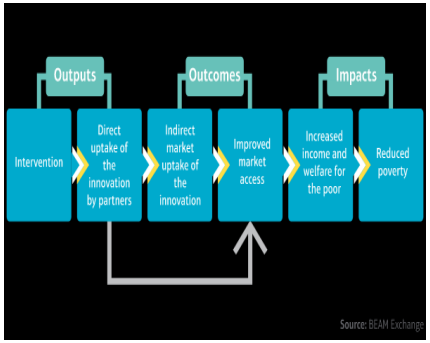


Use of intervention logic

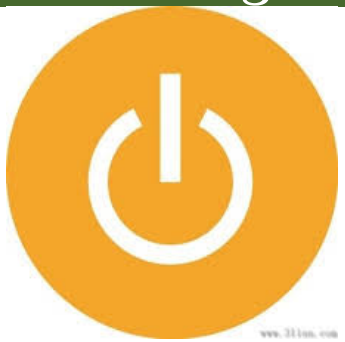
Examining “the difference in the difference”

Learning and Adaptive Management/1

Flexibility of the donor and project management



Use of results chains



Shutdown of struggling interventions

Learning from unsuccessful interventions

Frequent brainstorming and reflection

Quarterly review meetings

Summary of Challenges

- Respondents' fatigue due to repeat measure in line with the theory of change.
- The challenge of doing surveys in conflict-prone region
- Deadline for quarterly reporting, requiring efficient delivery of data collection and analysis.
- Difficulty with scheduling interviews with clients in hard-to-reach areas without telecommunication network.
- Initial challenge with using Google Forms for mobile data collection
- Expectation that the project will provide incentives for participation in surveys

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Generic lessons

Lesson 1: The need for timely delivery of data for both accountability and decision-making purposes require innovativeness in design and delivery of cost effective and efficient results measurement processes.

- As part of the accountability process, the programme provides updates on achievements against logframe targets on a quarterly basis. This requires innovativeness in measuring results in a timely manner.
- The programme continued to improve data collection and analysis efficiency, including use of mobile data collection platforms, year on year.
- Programmes should explore the use of mobile Apps such as Kobo Toolbox, which is an open data kit that allows real-time analysis of survey data for timely reporting of quarterly progress.
- While outsourcing of results measurement has the huge advantage of utmost neutrality and objectivity, programme teams need to know when to deliver surveys inhouse to meet important deadlines.

Generic lessons

Lesson 2: Use evidence from M&E to inform continuous adaptation of programme strategies.

- To ensure the programme stays on track and deliver the expected results, the programme team should share any evidence of setbacks to partners generated from surveys
- Outcome and impact surveys include a section soliciting feedback from clients about improvements required and their recommendations.
- Difficulty with scheduling interviews with clients in locations without Feedback to partners through intervention managers ensure gaps in intervention delivery are addressed as appropriate.
- For instance, while input companies run good agronomic practice demos, it is important to ensure continuous improvement in their input distribution system as this is a precondition for adoption of best practices, leading to increased productivity and eventual increase in incomes.

Generic lessons

Lesson 3: Application of geographical information systems in project performance analysis significantly enhances the functionality of M&E systems

- In the last year of MADE I (April 2017 to February 2018), the programme began exploring the use of geographical information systems (GIS) in mapping the programme's footprints across the Niger Delta – i.e. intervention locations and improved access to inputs, products, services and technologies.
- In this current phase (March 2018 to February 2020), the team built on the innovation and started creating outreach maps (at the output level) and then using the conversion rates from results measurement to generate maps showing aggregate number of smallholder farmers making changes to their farming and business practices (intermediate outcome), those experiencing increased productivity (ultimate outcome), eventual increase in income and additional incomes by intervention, gender and target location (impact).
- MADE II M&E system set up now supports tracking of programme cost by location, and this is enabling the team create value for money ratio maps using appropriate mapping functions.
- Integration of GIS with the M&E system is challenging us to think in a more geographical sense when collecting data.
- The team is also better able to create compelling maps that enables programmes visualise spatial patterns and answer complex questions about causality beyond the capability of any table of data or charts.

Lessons about measuring outputs

Lesson 4: Demonstrating to partners the benefit of improving their data collection system increases the chance of availability of records beyond the grant period.

- Market systems development programmes sometime use cost-share to stimulate demand for inputs, products, services and technologies in target markets.
- To avoid a situation where partners perceive the need to collect business data as additional burden that serves the purpose of programme reporting and accountability solely, the team should sell the value to partners.
- To sell the value of improving data collection system to partners, the message should be about keeping appropriate business records for their internal planning, projection and performance review while they then occasionally share the data with the programme for impact estimation and accountability to stakeholders.
- Such a process ensures partners continue to share sales records – a proxy for outreach or actual list of participants to project proponents beyond the funding period

Lessons about measuring outputs

Lesson 5: In case of any duplicate records in participants' list, review why this happens and what lessons can be drawn from the situation.

•While detecting and eliminating double-counting of "beneficiaries" by partners remains an ongoing process, the programme realised this situation is due to :

- Partners' duplication of attendance records as part of their internal control measure: This is common in the fisheries intervention as partner master aquaculture service providers (MASPs) are yet to fully adopt the single-entry model the programme introduced.
- Double-counting from creation of separate demo records for each demo activity
- Farmers' participation in more than one demo: As most **farmers intercrop, they may attend more than one demo (e.g. separate rice and maize demos), conveying their interest in the suite of interventions the programme is delivering.**
- Spelling errors as even the slightest typo error (e.g. Alorie instead of Alozie) is recorded as different case

•Part-time M&E officers provide support in detecting duplicate entries eliminated ocassioanlly before consolidating the records.

•The programme designed templates with multiple columns for repeat participation and oriented partners to the system.

Lessons about measuring outcomes

Lesson 6: Timing of both intervention delivery and outcome assessment is critical

- As there are slight differences in the agro-ecology between one state and another, the farming season also differ, and this should inform partners' timing of their activities, which precedes surveys measuring awareness and behaviour change.
- While planning outcome surveys, it is important to consider the timing relative to when clients took part in an intervention and the month of the year when the set of improved practices introduced to farmers can be applied.
- Wrong timing of behaviour change surveys can yield low conversion rate, giving wrong impression about maturity of the intervention.
- Seasonal calendars of farming activities the team created for each state improve scheduling of outcome surveys.

Lessons about measuring outcomes

Lesson 7: As a response to smallholder farmers lack of farm records, coupled with inherent weakness of the recall method, align the schedule of crop yield measurement with the harvest season for each crop the project targets.

- Poor record keeping as observed among farmers and entrepreneurs has potential for impacting data integrity if beneficiaries are required to recall their physical and financial yield several months later.
- This situation necessitates adjustment of the schedule for measurement of physical and financial yield.
- The programme created seasonal calendars for each of the key target crops to guide scheduling of outcome surveys.

Lessons about measuring outcomes

Lesson 8: Fact-check farmers' self-reporting of their farm size as over-reporting of farm size imply potentially gross under-reporting of crop yield

- Farm size and crop yield are inversely correlated – i.e. the larger the farm size, the lower the yield per unit area.
- Considering the fact that farmers' self-reporting of their farm size can be unreliable, we invested in use of a mobile App (Distance and Area Measure) to fact-check farm size.
- With a sample of 225 farmers (44% women representation), we observed that 77% of farmers over-reported their farm sizes as most farmers thought they had nearly thrice their actual farm size
- As farm size and crop yields are inversely proportional, the huge over-reporting of farm size implies potentially gross under-reporting of crop yields.
- Future projects promoting extension service delivery could integrate farm size measurement with their curriculum for good agronomic practice demos.

Lessons about measuring impact

Lesson 9: The time lag from smallholder farmers' participation in an intervention to the time they begin to realise the actual benefits of increased productivity and incomes should inform setting of annual targets at outcome and impact levels.

•It is important to bear in mind the varying production cycles of target agricultural commodities (e.g. fish, chickens, cassava, oil palm) while projecting outcome and impact level results in the programme logframe.

•MADE I was unable to report increased incomes in the first two years of implementation as smallholder farmers needed more time to experience actual benefits of increased productivity and incomes.

•The programme adapted to the dynamic nature of its interventions and revised Phase I logframe to provide more realistic medium and long-term targets for results projection.

Lessons about measuring impact

Lesson 10: Innovative approaches are required for measuring agricultural incomes.

- Weaknesses in recall methods and the lack of farm and business records constrain estimation of agricultural incomes.
- While the methodology for measuring incomes include establishment of harvest and sales patterns, more innovative approaches – including use of mobile Apps are required for estimation of cash incomes.
- The Nigerian Agricultural Enterprise Curriculum has great potential for resolving the challenge with measuring farmers' yield and incomes from agricultural enterprises .

Thank You

Feedback

Questions? Comments?