




Result Measurement Practice & Challenges

Presentation by Heini Conrad, Advisor

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**Swiss Agency for Development
and Cooperation SDC**

**inter
cooperation**
Natural Resource Management
Rural Economy
Local Governance and Civil Society


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RLDP- Rural Livelihood Development Programme



- Current phase II 2008 – 10:
Facilitation of Market Development with sector approach
- 7,8 Mio CHF funded by SDC
- Implemented by consortium of Intercooperation-Swisscontact

Goal

To improve welfare of poor rural households in Central Tanzania through creation of additional income and employment based economic growth

Mission

RLDC makes market systems work better for rural producers to improve their welfare

Implementation of RLDP

- ∅ Focusing on Central Corridor (CC)
6 regions in Central Tanzania
- ∅ Pro poor focus: CC consists of some of poorest regions
- ∅ Main economic activities in these semi-arid regions are: crops, livestock & mining
- ∅ To date RLDC works in 5 sectors: cotton, sunflower, commercial rural radio, dairy, poultry
- ∅ Expected outreach in phase II: 70'000 households
- ∅ Implementing entity of RLDP is RLDC with offices in Dodoma
- ∅ Staff of 20 persons incl. 3 advisors



Establishing the M & E System



- Development of RLDC M&E Manual by staff with support of an external M&E expert from Oct. 2008 to Jan. 2009
- Process of establishing M&E system included internal Workshops, inputs from SDC and other programs: final version submitted to COOF/SDC
- Causal models established based on approved sector strategies (commercial radio, cotton, sunflower, dairy)
- Available internal resources for M&E: 1 officer, 1 advisor, strong involvement of the Market Development (MD) team
- *Internal process allowed to gain necessary knowledge, review program goals, design M&E system according to current 'state of the art' and available resources*

M&E - Purpose



1. Data collection:

Generate information on changes occurring at different levels of value chain; enterprise and sector level

2. Management tool:

Provide timely information to guide operations and for decisions / revisions of strategy

3. Program performance and effectiveness:

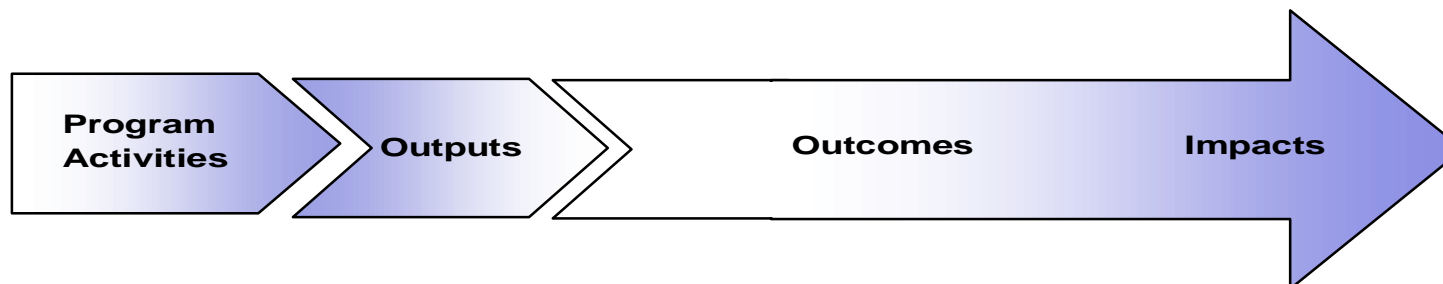
Provide evidence to donors and stakeholders by reporting on outcomes and impact

4. Learning loops:

Promote frequent and routine internal and external interactions with relevant actors on project activities

M & E – Causal Chain

The ***causal chain*** underlying the interventions in ***each sector***



Causal Model (CM) formally depicts causal chain for each sector. CM is presented in tabular form:

Activities	Outputs	Market Sector Outcomes			Impacts
		Intermediate Outcomes	Enterprise Outcomes	Sector Outcomes	

M & E – Causal Chain definitions



Outputs:

- Direct and short-term results of activities occurring continuously
- Measure level and intensity of project activities
- Easy and less costly to collect

Intermediate Outcomes:

- Direct and indirect short-to-medium term results of activities and outputs
- Can plausibly be attributed to project activities
- = *first indication of market system changes; e.g: changes in behavior (adoption of new practices in production and/or commercial relationship)*

Enterprise Outcomes:

- generally medium-to-long term results indicating changes in enterprise performance as result of intermediate changes
- More difficult to be attributed to project activities, influenced by number of other external factors

M & E – Causal Chain definitions

Sector Outcomes:

- Are medium-to-long term outcome resulting of aggregated outcomes on intermediate and enterprise level
- Measure systemic changes (behavior, rules, relationships)
- Are influenced by a wide number of other external factors
- Attribution is generally weak

Impacts:

- Final results sought by project at household level
- Occur as a result of changes in the market system
- **Causal relationship between project activities and impacts is generally weak;** number of intermediate steps needed and large number of other uncontrollable external factors

M & E – Causal Model (CM)

Exerpt from Cotton Causal Model: (*complete version in annex*)

Activities	Outputs	Market Sector Outcomes			Impacts
		Intermediate Outcomes	Enterprise Outcomes	Sector Outcomes	
Support the formation and management capacity of producer groups <ul style="list-style-type: none"> • Mobilize and sensitize farmers • Support group formation and training • Register producer groups • 	Number of farmer group meetings held and the number of persons participating Number of farmer group training sessions and the number of persons trained 	Number of farmer groups formed Number of farmer groups registered Number of farmers participating in contract farming arrangements 	Yield per hectare under contract farming arrangements Volume and value of cotton sold under contract farming arrangements 	Expansion of contract farming to other areas	Increased household income from cotton farming

Characteristics of Cotton sector

- Predominately small holder production, 400'000 - 500'000 producers
- Production is rain fed and hand work based
- Market regulated by Cotton Board (buying permits, floor price, etc)
- Main buyers are ginner (> 60) and their agents
- Estimated market size: approx. 90 Mio \$; important export earner
- Central regions produce 2/3 of national production

Key constraints of the sector

- Ø Low productivity and quality
- Ø Low competitiveness (price & quality)

Why did RLDC selected cotton?

- Its economic importance in the target regions
- Opportunities to trigger market changes at entry point with ginner/buyers willing to adopt innovative approaches
- Market dynamic: Good potential for market expansion & productivity gains
Positive experiences of the previous phase

Cotton sector strategy



Lines of intervention

- Enhance contract farming and organic production
- Improve productivity through trainings in good agronomic practice
- Support improved value chain organisation (group formation, collection centers, contractual agreements)
- Close networking with TCB and other programs

Partners

- Private companies; buyer/ginners (4)
- Tanzania Cotton Board
- Service providers; Other programs

Expected outcomes

- Outreach to 13'000 producers and association of farmers
- Improved services (Provision of inputs and extension services)
- Increased productivity by 25 %
- Expansion of organic cotton production by 100 %
- Improved business environment; changes in rules & regulations

M & E – Linking CM to Logframe



- Logframe** = agreement with SDC on phase results based on outcome of planning phase (Business Plan 08-11), approved by SDC Dec 07
- ✓ Logframe indicators mostly fixed on 'higher' impact and outcome level and based on phase I experience (market linkage projects)
 - ✓ Follows Logframe intervention (output, outcomes, purpose, goal)





M&E system with causal sector model established afterwards
in 2008/09,


Lessons learnt:

- Ø *Harmonizing afterwards is difficult, should be part of phase plan*
- Ø *Process increased internal understanding considerably*
- Ø *Agreement and shared understanding with SDC crucial*

M & E – Linking CM to Logframe



Logframe (LF)	Logic of Intervention	Sector causal model	Indicators
Goal	Welfare Improvement 	Impact H/H level	Impact indicators
Purpose	Sector improvement & Sustainability 	Sector outcomes	Key Performance Indicators (KPI)
	Improved competitiveness of enterprises and rural producers 	Enterprise outcomes	
Outcomes	Improvement of market systems (outcomes 1-3) 	Intermediate outcomes	
Outputs	Market Development Interventions	Outputs	Performance indicators (PI)
Activities...	Market facilitation	Activities	



Credibility vs Practicability



Project's capacity to demonstrate attributable results and impact of program and its approach is essential to its credibility and effectiveness and for attracting donors (current and new)

Practicability commands best use of the limited resources (staff & funds).

RLDC approach

- Making best use of resources through integration & close cooperation of M&E in all MD activities
- Concentrating on key indicators (quantitative & qualitative)
- Case studies (internal) & commission external evaluations
- Sharing and networking with other MD projects
- Close cooperation with partners and donor on result reporting

Project sustainability

Depends on long term adoption and replication of innovation and behavioral changes by various actors

Practicalities - Measuring



Measuring results is done throughout the intervention phase
The reporting goes hand in hand with project implementation using
M&E data as a tool for project steering and revision of
interventions or strategy when needed (e.g. cotton)

Key elements are:

- ü monthly staff reports
- ü Quarterly reports of co-facilitators and partners
- ü Selected case studies

Implementation started only 1st quarter 2009

Practicalities - Indicators



Key indicators used in Cotton

Quantitative:

- Volume and value of cotton sold (contract farming, organic)
- Acreage & yield
- Number of households (HH) reached (gender)
- Income of HH from cotton
- Quantity & quality of trainings and services delivered

Qualitative

- Follow up overall sector market development & compare with program performance
- Changes in support services & Business Environment
- Autonomous replication of approach e.g contract farming, organic
- Management & commercial viability of producer groups

Practicalities – Baselines



Baseline assessment:

- Sector assessment data
- Partner's performance data at start of project activities
- Selected case studies

Findings

- *Producers under contract farming arrangements:
5'000, 2 buyer/ginners*
- *Organic cotton producers 1'700*
- *Average yield per acre: 350 kgs,
above national average of 220 kgs*
- *Income per acre depending on yield/costs:
approx. 60 to 70 US\$*

Practicalities - Expected results

Targets cotton sector by 2010

- 13'000 households benefit from project activities
- 5'000 farmers are certified organic
- Household income from cotton has increased by 10% per year
- Productivity has increased at least by 25 %

Projections with partners on enterprise level

Expected results are fixed in MoU to the partner's agreements

Mainly quantitative targets like

- Outreach to households
- Volume of cotton
- Yield - productivity



Lessons – M&E challenges



- Immanent time constraints: Market changes take time (2 – 5 years; crop cycles), program duration is 3 years
- Requirements for an integral M&E approach are high; staff capacities (knowledge, time),
- M4P approach is relatively new, best practice is still forming
- Challenge to find right balance between the ‘must’s’ and ‘nice-to-have’
- Scaling up has yet not really taken place
- Strong external factors which are not controlled by project; Market changes, weather, etc. (cotton, sunflower)

Program Achievements to date



Cotton sector:

- Contract farming as a future option is coming up; other programs testing contract farming have started
- Expansion in organic going well
- Networking with stakeholder namely TCB has progressed well
- RLDC facilitation role accepted

Given the context and the arising challenges RLDC has made good progress and is relatively confident to reach the set goals

THANK YOU FOR YOUR ATTENTION



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