Successes & Lessons: Managing the KMT MRM System

DCED Seminar 2018: Crowne Plaza Hotel Nairobi
Kamau Kuria & Judy Odongo

Feb 21, 2017
Our Vision

Large scale wealth creation through sustainable, competitive and inclusive transformation of market systems.

Our Mission

To work in partnership with private and public sectors to catalyze innovation in order to promote competitive and inclusive markets.
KMT currently implements.....

Current programme
- MAP, PRISE

Implementers
- KMT, AEL, SNV, WSUP

Funders
- DFID, GCF, Total: £50M

Funding period
- Phase 1: 2012-15
- Phase 2: 2016-20
KMT Sectors......

Livestock

Dairy

Ag Inputs

Seeds

Water
Results so far.....

**Target Group Performance**

- 500,000+ HHs access innovations
- 400,000+ HHs (70%) improved performance, increased income (NAIC)
- Average Annual £ 230 NAIC / HH

**Market Systems Changes**

- £ 29M (70%) Public & Private Investment leveraged
- 450 (65%) Private/public players with improved performance, increased trade
- 23 (65%) Policy/rules/regulations changed
Managing the KMT MRM System

Successes, Lessons
MRM system is well articulated

- **Strategies**
  - Sector strategies
  - Sector strategic framework

- **RCs, Indicators**
  - Intervention Plans (IPs) - Background, RC, Indicators, Measurement plan, Projections, Major changes
  - IPs - 4 water, 7 livestock, 4 Dairy, 3 Seeds, 3 Inputs

- **Measuring Impact**
  - Sector Trackers, Aggregation tools, Economic appraisal, Logframe

- **Attribution**
  - RCs
  - QED
  - Before and after
  - Comparison group
  - Contribution

- **Systemic Change**
  - AAER

- **Tracking programme costs**
  - Semi annual VFM report
  - Finance report

- **Reporting results**
  - Semi annual reporting
  - Case studies
  - Evaluation reports

**Updated KMT MRM Manual, MRM Repository**

**Personalized MRM Support**

- **MRM Specialist Inputs Seed, Dairy**
  - Head MRM & Policy
  - MRM Manager

- **MRM Specialist Livestock**
- **MRM Specialist Water**

**Other resources:**

- MRM Officers,
- MRM Interns,
- Implementing Partners MRM team
Intervention Management – Integral Part of MRM

Implementers’ part of developing and implementing the MRM System process,

Team leaders bear the biggest responsibility;

Included MRM responsibilities in JDs

Key advantage
Critical in adaptive management

Challenge
Takes time to get buy in

Lesson
MRM team-
  ✓ Skilled
  ✓ mentors,
  ✓ influencers,
  ✓ Patient,
Senior management/governance and MRM

Management understand the MRM System

Management: Ambassadors of good MRM practice

Management/governance support sufficient budget and resourcing

Managing partners.....Lessons

Include MRM requirements in the contracts

Assign reporting structures: Senior managers support MRM teams in advocating for good RM

Management support is very critical!
Continuous Capacity Building

- MRM staff
- Implementers
- Management
- Service providers in evaluating Market Systems programmes
- MRM team participate in Technical Induction of new staff

....increases adoption of MRM practices
DCED Mock Audit/Audit

Gains.......

- Preparation process is a learning moment for all participants

- Technical Advice and very helpful recommendations in improving the MRM processes,

- Management improved support to MRM

- Increased Confidence levels, credibility
Learning culture for adaptive management

1. Mandazi weekly/monthly
2. Sector/MRM review meetings
3. Quarterly deep dive and thematic discussions
4. Cross team visits
5. Annual review and sharing sessions,
6. Thematic discussions
7. Funder - organized periodic learning sessions,
8. Continuous capacity building and advice from Springfield, Gatsby, Eco-Venture etc.