USING ELEMENTS OF DCED STANDARDS FOR CLA

The MEL System of USAID’s Rice and Diversified Crop (RDC) Activity in Bangladesh

By: Bilash Mitra, Team Leader MEL &
Mohammad Muaz Jalil, MEL and CLA Consultant
The RDC Activity is a 5-year project (2016-2021) funded under the USAID Feed the Future (FtF) Bangladesh program.

The goal of RDC is to:

- increase rural income,
- Improve food security and nutrition,

..by catalyzing market system changes that promote, intensified rice production and production of higher-value crops grown in rotation with rice (e.g. maize, pulses and oilseeds)
RDC FACILITATION APPROACH

- Market actor led implementation
- Innovative business ideas to promote inclusive markets
- Sustainability, scale potential and business continuity
- Cost-sharing/Risk mitigating
MEL System of RDC
1.1 Develop/Update Portfolio
1.2 Implement Sector strategies & systemic changes
1.3 Monitor, Evaluate & integrate learning
1.4. Annual Portfolio Review

2.1 Develop/Update Sector Strategies
2.2 Implement interventions/intermediate systemic change(s) in Sectors
2.3. Monitor, Evaluate & integrate learning
2.4. Six monthly Sector Review

3.1. Develop/Update interventions
3.2. Facilitate partner(s) to implement intervention
3.3. Monitor, Evaluate & integrate learning
3.4. Quarterly Review & After action review

MEL PROCESS

1. Portfolio level, Systemic change
2. Sector Level Systemic change
3. Intervention Level, Results Measurement
Results Framework

End Line
- Aggregation and Reviews
- Information collected from IFPRI FTF Mid-term survey

Mid Term
- Aggregation and Reviews
- Annual Performance Assessment

Baseline
- Measurement level
- Intervention Level Indicators

Theory of Change

Attribution

• Tracking Sentinel indicators
• Sector systemic change case studies
• Ego Network progress

Intermediate Systemic Change

• Ego Network Analysis
• AAER Framework
• Sector level sentinel Indicator(s) identification and baseline

Program level systemic Change

Contribution

• Tracking Program Sentinel indicators
• End-line Qualitative Social network analysis of agro-market systems in FTF zone

• Tracking Sentinel indicators
• Tracking Program Sentinel indicators

• Baseline Qualitative Social network analysis of agro-market systems in FTF zone
• Program level sentinel indicator(s) identification and baseline
CLA FRAMEWORK AND MEL SYSTEM
Collaborating [C] intentionally happens when RDC and stakeholders (internal and external) identify areas of shared interest and potential cooperation, avoid duplication of efforts, share knowledge about what works and what needs adjustment.

Learning [L] systematically happens when RDC utilize MEL data, take time to pause and reflect on implementation, and review and synthesizing relevant assessments and evaluations.

Adapting [A] effectively happens when RDC apply learning and make iterative course corrections and improvements during implementation to accelerate the impact of development assistance.
Collaborate
- Periodic meetings with AVC, IRRI, CIMMYT, ACME & other FTF partners
- Participate in national and international forums
- Sensitization meetings with trade associations, regional and national companies
- Develop internal community of practice (A/V)
- Organize quarterly review, monthly meetings around creating synergy

Learn
- Periodic update and review of intervention plan/results chain
- Undertake monitoring visits, impact assessments
- Structured internal review with learning questions – Scenario Planning, TOC review
- Exposure visits/trainings to innovative market systems/FTF programs, seminars, conferences.
- Systematic review to expand technical base

Adapt
- Integrate learning and expand technical base
- Review meetings have minutes and key decisions and next steps articulated
- Based on feedback revise portfolio structure/implementation approach
- Identify challenge and failures
- Review meetings are timed before reporting deadlines and post assessments or important missions to maximize info retention and usability
**CLA ENABLING CONDITIONS**

**Culture**
- 360° regular & open feedback from supervisor
- Open door policy
- Creation of empowered cross-functional CLA Coordination Team
- Review meetings will be learning events where members can raise critical issues (Weekly Managers meeting & Monthly All staff)
- Organize meetings and events to build team spirit

**Process**
- Maturity matrix and self assessment
- MEL processes to distill and share knowledge (monthly, sector review, portfolio review meetings)
- Organizing learning events
- Access to share point resources
- Matrix organization and delegated decision making power

**Resources**
- Clear roles and responsibilities vis-a-vis CLA.
- Professional and training development in technical and managerial skills (MEL and Market Systems)
- Well resourced and staffed CLA coordination team
Across 6 elements: C L A and enabling conditions

**Institutionalized**
- We consistently and systematically….
- We consistently prioritize….
- Staff mission-wide….
- …making decisions is fully transparent

**Advanced**
- We usually…
- We regularly…
- The majority of mission staff…

**Expanding**
- We sometimes…
- We primarily…
- A minority of mission staff…

**Emergent**
- We informally …
- … in an ad hoc fashion… rare…
- … is informal and undocumented… not acted upon
- Only certain individual…

**Not yet present**
- We are not …
- We have not… do not…
- Staff are not…
DCED, CLA and MEL
| Section 1: Articulating the Results Chain | • Each intervention has a results chain with MRM Plan, Estimation and Ego Net |
| Section 2: Defining Indicators of Change | • MRM Plan includes qualitative and quantitative indicators  
• Key questions are also included for each indicators  
• MRM Plan includes who and how we will measure change  
• IFPRI FTF Mid-Term survey (2015) used as baseline for all key indicators in Results framework |
| Section 3: Measuring Change in Indicators | • **Focus on data quality (DQA)**  
• **Attribution Strategy (Four Approach)**  
• Representative annual performance survey |
| Section 4: Estimating Attributable Changes | • **Use of Ego Network (SNA) and AAER framework** |
| Section 5: Capturing Wider Changes in the System or Market | N/A |
| Section 6: Tracking Programme Costs | • Donor Reporting  
• One of the implementation pillar includes disseminating info from MEL to wider stakeholders |
| Section 7: Reporting Results | • MIS system; Tab based data entry; Global MEL System : LEAP Platform; CLA Framework |
### MEL Attribution Strategy

<table>
<thead>
<tr>
<th>Input companies</th>
<th>Dealer/Retailer receive training/input</th>
<th>Offer Service</th>
<th>Farmer Uptake</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement</td>
<td>Technical supports to collectors/traders, suppliers and buyback</td>
<td>Offer procurement service</td>
<td>Farmer sell</td>
</tr>
<tr>
<td>Services</td>
<td>Agents, LSPs receive training, info, financial, advisory, extension services etc</td>
<td>Offer stand alone or embedded services</td>
<td>Farmer receive or buy service</td>
</tr>
<tr>
<td>Mechanization</td>
<td>LSPs, retailers, machine operators receive training and post-sales services</td>
<td>LSPs, retailers, machine operators provide mechanization service/products</td>
<td>Farmer Uptake mechanization services and products</td>
</tr>
</tbody>
</table>

- Collect Total Input Sales
- Input use per farmer per unit of land for individual production season
- Total Volume Procured
- Use average sales volume per farmer in production season
- Select Service Delivery Points
- Collect farmers list, receiving the services, from client registry system.
- Enumerator will randomly select dates of data collection for selected service provider
- Enumerators will list down the name and address of the farmers
- **Process of verifying** data whereby data has been collected from a specific source
- **Confirming** that it has supporting documentation
- Data is **accurately** collected, entered, analyzed, reported (against set standard)
  - review definitions (PIRS), tools, guidelines, process, and documentation
  - tracing a specific data point back from its source

<table>
<thead>
<tr>
<th>Validity</th>
<th>Valid, correct, complete, minimal errors, measures what it is intended to measure.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability</td>
<td>Data are collected consistently; using <em>same definitions and methodologies over time</em>.</td>
</tr>
<tr>
<td>Precision</td>
<td>Data have sufficient and appropriate detail to permit management decision-making</td>
</tr>
<tr>
<td>Timeliness</td>
<td>Data are up-to-date (current), and information is available on time;</td>
</tr>
<tr>
<td>Integrity</td>
<td>The data are protected from deliberate bias or manipulation.</td>
</tr>
</tbody>
</table>
Thank You
Annex I: SNA for Systemic Change
Description: SNA is an integrated network mapping, partner identification, program design, monitoring and evaluation tool, providing systems insight into our clients’ context of work and the dynamics of the relationships they forge within it. **Produces attributable results** – quantitative metrics are assessed for change over time, attributable to specific actors and interventions. **Plays well with others** – most effective when applied in concert with other systems-based tools, narrative data, qualitative knowledge to best inform results.

Helps answer program design questions:
- With whom shall we work? (e.g. hubs, incubators)
- Where are the leverage points? (e.g. sectors, subnets)
- Facilitation or direct intervention?
- What is the potential for change?

Helps measure outcomes of our interventions:
- What is our progress against our theory of change?
- Are relationships stronger across the network?
- How were specific actors impacted?
- Have bottlenecks been removed or reinforced?
IAL is doing a lot more work outside of the FTF zone than it is within it. IAL seems to have a narrow / focused set of relationships, be very driven by transactions, and have minimal partner communications. IAL’s main frustrations seem to be in the area of quality, although given their low levels and effectiveness of communications with other actors, they do not appear to have been measures taken to address the issues.
Annex II: MEL Results
Framework, TOC, RC
GOAL: IMPROVED FOOD SECURITY THROUGH SYSTEMIC CHANGES THAT INCREASE RURAL INCOMES

C-1: Number of farmers in the FtF zone that have access to new and improved products, services, and/or markets as a result of RDC interventions

CROSS CUTTING
GENDER; NUTRITION; CLIMATE CHANGE

EG.3.2-1: Number of individuals who have received USG-supported short-term agricultural sector productivity or food security training (RAA; WOG) – Note: trainings by PS companies

CRITICAL ASSUMPTIONS
- Natural disasters such as drought, flood, and cyclones may interrupt
- Imposed govt. regulation may inhibit the free flow of goods and services within and from outside of Bangladesh
- Political instability may interrupt
FEED THE FUTURE BANGLADESH RICE AND DIVERSIFIED CROPS (RDC) ACTIVITY

THEORY OF CHANGE

GOAL: IMPROVED FOOD SECURITY THROUGH SYSTEMIC CHANGES THAT INCREASE RURAL INCOMES

Market Accelerator Program (MAP) and technical assistance (TA) to test and introduce innovative business models and technologies

Sub Award for Action Research/Studies

TA & MAP to trigger/motivate/stimulate reaction to innovation

Analysis – Identification of Systemic Constraints
Pilots – Local Partner adapts the innovation to demonstrate results
Adapt – Refinements and incorporation, learning from pilot interventions
Expand – scale-up through a facilitative/ensemble process
Respond – Other interconnected market actors respond to the broadening of innovation

INCREASED FARM PRODUCTIVITY IN RICE BASED CROPPING SYSTEMS

INCREASED INTENSIFICATION OF RICE PRODUCTION

FARMERS ADOPT IMPROVED INPUTS AND SERVICES

INCREASED FARMER ACCESS TO AGRICULTURAL INPUTS AND SERVICES

INCREASED FARMER SALES OF RICE AND DIVERSIFIED CROPS

OTHER MARKET ACTORS CROWD- IN AND INTERCONNECTED MARKET ACTORS RESPOND

VALUE CHAIN ACTORS’ BUSINESS IN THE FTF ZONE EXPANDED

IMPROVE SERVICES (INPUT AND OUTPUT RELATED) AND PRODUCTS OFFERED TO THE MARKET BY VALUE CHAIN ACTORS

INNOVATIVE BUSINESS MODELS AND SERVICES ADOPTED BY VALUE CHAIN ACTORS

IR 1:
INCREASED FARM PRODUCTIVITY IN RICE BASED CROPPING SYSTEMS

SUB IR 1.1:
INCREASED FARMER ACCESS TO AGRICULTURAL INPUTS AND SERVICES

SUB IR 1.2:
INCREASED FARMER ACCESS TO AGRICULTURAL INPUTS AND SERVICES

SUB IR 1.3:
INCREASED PRODUCTION OF HIGH VALUE CROPS

SUB IR 1.4:
INCREASED INTENSIFICATION OF RICE PRODUCTION

SUB IR 1.5:
INCREASED FARM PRODUCTIVITY IN RICE BASED CROPPING SYSTEMS

IR 2:
INCREASED PARTICIPATION OF FARMERS AND OTHER ACTORS IN PROFITABLE

SUB IR 2.1:
INCREASED FARMER UPSTREAM MARKET ACTOR BUSINESS PARTNERSHIP

SUB IR 2.2:
INCREASED FARMER SALES OF RICE AND DIVERSIFIED CROPS

SUB IR 2.3:
VALUE CHAIN ACTORS’ BUSINESS IN THE FTF ZONE EXPANDED

SUB IR 2.4:
INNOVATIVE BUSINESS MODELS AND SERVICES ADOPTED BY VALUE CHAIN ACTORS

SUB IR 2.5:
IMPROVE SERVICES (INPUT AND OUTPUT RELATED) AND PRODUCTS OFFERED TO THE MARKET BY VALUE CHAIN ACTORS

SUB IR 2.6:
INCREASED FARM PRODUCTIVITY IN RICE BASED CROPPING SYSTEMS

CLIMATE CHANGE

NUTRITION

GENDER
Improved food security through systemic changes that increase rural incomes

- Farmers Gross margin increases
- Farmers Sales Increases
- Transaction of Companies increased

- Farmers use product and services
- Farmers have access to products and services

- Conducive Environment Wider service availability/Systemic change

- Change in service provision
- Partner/SP respond to improved knowledge, capacity and information

- Change in capacity, knowledge of the partner/SP
- TA, cost share to increase partner/SP capacity
- Sign contract with partner

Independent but trigger activities by partner to support intervention

Other Service provider Crowd-in/current service provider expand

Other SMEs change behavior (access & usage)