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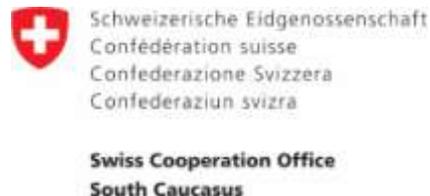


Outcome Harvesting for ALCP's Purposeful and Potential Consequences

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ALCP | Alliances
Caucasus Programme

Impact on business



217 jobs created
Women 92/men 125



1.3 m USD additional
Income generated

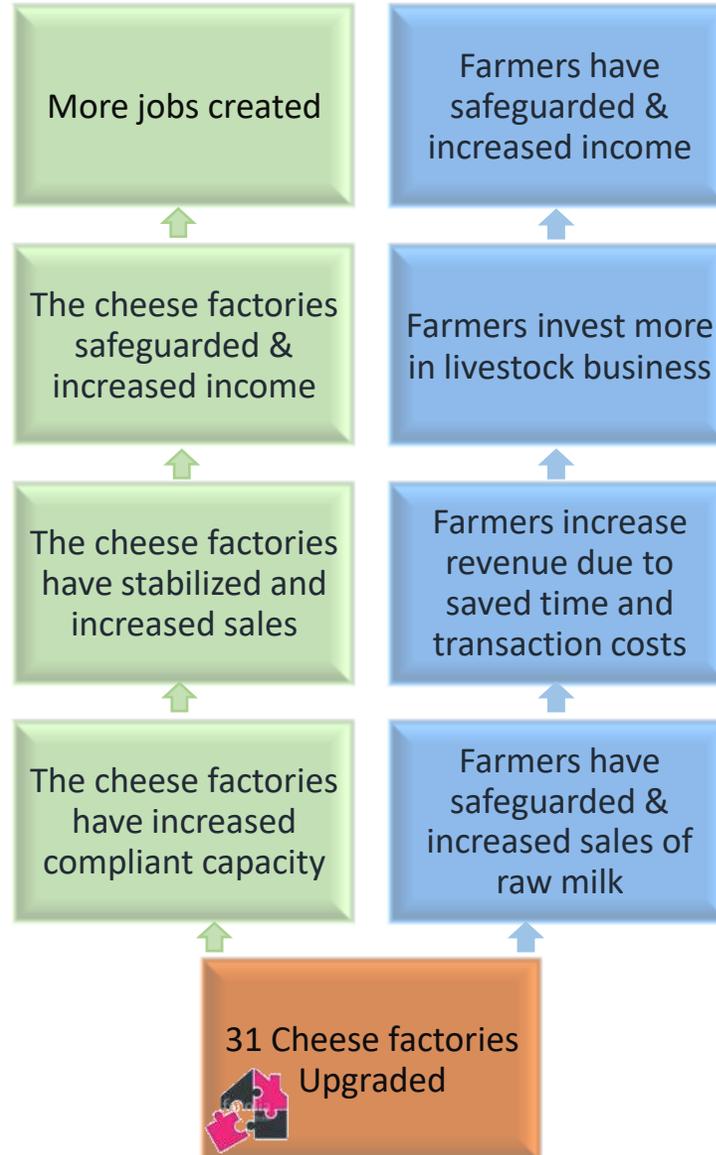


18 m USD value of
cheese was sold



72 tones of milk is collected
per day / peak season (ALCP
facilitated entities)

ALCP Dairy Intervention Result Chain



Impact on farmers



Profit

3.4 m USD additional income
generated



Farmers increased production
by 26%. They buy new cattle
and new land.



Farmers save transaction costs



15,671 Households served
89% Women / 11% Men

Timeline for the ALCP dairy intervention



15,671

Total number of HH's



3.4m USD

Total Income of HH's



Kvemo Kartli
Note: One figure = 1000 HHs



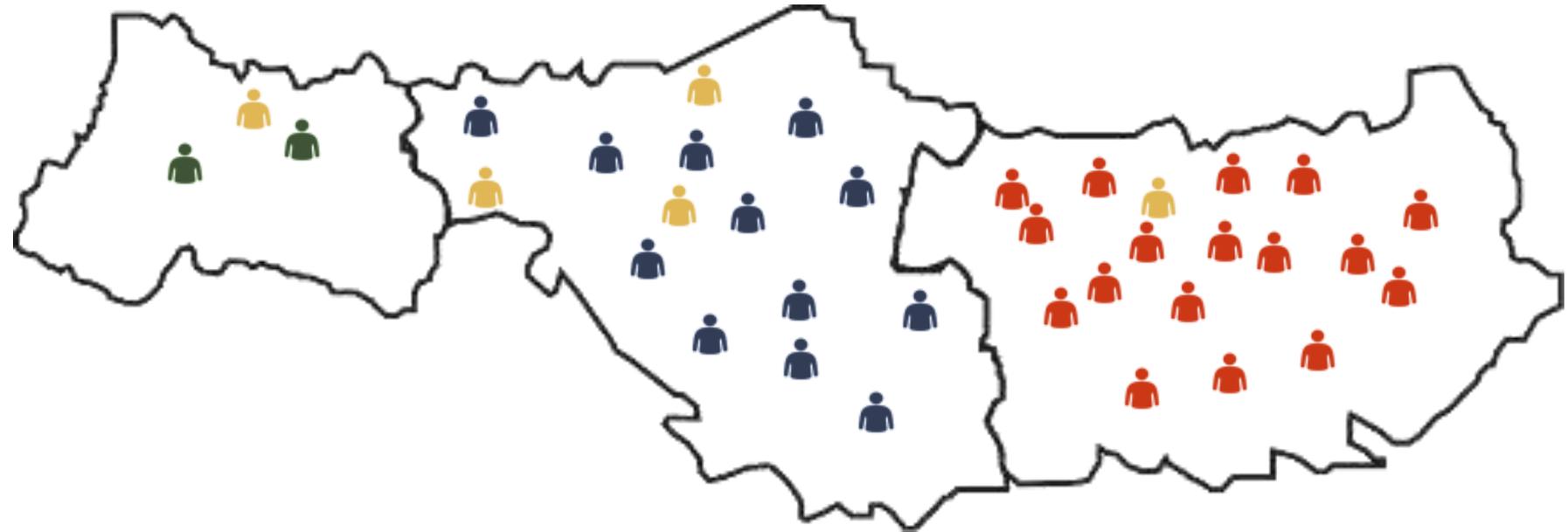
Samtskhe-Javakheti



Ajara



Crowding In



2011

2012

2013

2014

2015

2016

2017

Baseline:

Few HH's sell raw milk. Prices for milk swing wildly. Milk is adulterated and contaminated. Sales are uncertain. Unregistered cheese enterprises have a high risk of being shut down. Lead firm milk collectors are leaving huge debts of non payment to farmers. Women produce home made cheese, spending time & resources.

After 1 year: Many women switch to selling raw milk & are trained in FS&H by the factories. Enterprises pay more for clean supply. Not cheese making they save time and money & have greater peace of mind.

After 2 years: Many suppliers begin to invest more in veterinary treatments, nutrition and improved breeding, seeing the benefits of selling raw milk.
Other entities copy the ALCP facilitated business model (crowding in).

After three years: Suppliers are confident within secure supplier relationships. They start to invest in their cattle business buying new cows and renovating sheds. They start to invest in children's welfare, education, clothing, food and even leisure activities. Women are accessing finance. Their status improves in the home and community level.

After 4 years : Enterprises begin to invest in herd health with vet checks and tests. Farmers diversify their income sources and continue to make larger investments in milk production some invest in hay land. Some suppliers open new businesses like bakeries & beauty salons.

After five years : The Dairy market is more formalized. Supermarkets play a huge role in cheese sales. Products diversify, export begins. **89% of beneficiaries are women.** They report general sense of well-being and a positive expectation of what their lives should be based on improved quality of life



OH¹ tool steps + systemic filter

1. Design the outcome harvest – identify questions
2. Gather data and draft outcome descriptions – document review and interviews
3. Engage change agents in formulating outcome descriptions
4. Substantiate – go back and interview knowledgeable individuals about identified outcomes
5. Analyze and interpret
 - a. We added a “systemic filter” to this step
6. Support use of findings

¹ Wilson-Grau, Ricardo et al., “Outcome Harvesting.” Ford Foundation, 2012

Application to ALCP

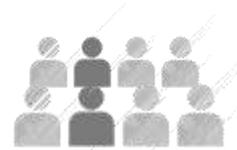
Outcome Harvesting Question



To what extent has the information disseminated through commercial channels led to behaviors that improved household dairy production, and what have been the additional effects of improved production?



ALCP staff



Informant Population

Households in Kvemo Kartli who adopted improved dairy production behaviors
Dairy industry service providers
Collection point/factory managers
Local government officers



Harvest Uses

To inform ALCP about additional, unintended outcomes that may have resulted, at least in part, due to improved dairy production at the household level

Process...



1 2 3

ALCP MRM staff interviewed 29 dairy farmers, cheese factory owners and local government representatives

4

Research team reviewed interview to identify general “outcome areas” – we found 16

5 6

Developed a contribution hypothesis and substantiation strategy for each outcome area

Met with ALCP technical staff to validate outcomes and substantiation strategy

7

Interviewed more than 30 “substantiators” – a departure from OH strategy

8

Analyzed and interpreted data, including systemic lens

9

Supported use of findings through a workshop with ALCP staff

Outcome Areas

1. Women's control of revenue from dairy
2. Growth orientation of livestock business
3. Investments in children's education
4. House purchases
5. Increased demand for vet services
6. Cheese factories supporting herd maintenance
7. Use of community funds for pasture water points
8. Change in grocery store offerings
9. Women's access to finance (as non-salaried workers)
10. Increase in business diversity in Tsalka town
11. Pasture purchases for hay production
12. Durable goods purchases for home improvement
13. Increased social network investment
14. Purchase of communication technology
15. Time for leisure and general sense of wellbeing
16. Cheese trader displacement

BENEFITS FOR REGULAR MILK SUPPLIERS



Renovation of new kitchens, installation of hot water, gas system & investment in children's education



Purchase of electric appliances for home and personal use: washing machines, mobile phones, computers, internet connections



Control of revenue from dairy



Regular income equals access to loans



Reinvestment in livestock business: Renovating cow-sheds, purchasing improved cattle feed, improved breed cows, veterinary inputs and services, additional land and more cows.



Time saved – more time on other income generating activities. Women go to towns to visit beauty salons, doctors, dentists and relatives



Long term planning and development for livestock



Less domestic conflict

" Before the establishment of cheese factory, there was no cash within the villages. Now, we have stable income and also more free time. People started investment into other businesses: E.g. One woman opened a new grocery shop, another one-a bakery etc.

Increase in Business Diversity in Tsalka Town

New businesses opened

-  Before ALCP
-  Since 2013
-  Since 2014
-  Since 2015

BEAUTY SALON: 'I opened this shop 3 months ago. I wanted to have a job and my family supported me. My family sells raw milk and cultivates potato... I think that **village women take more attention to beauty** than before.'

BANK: '80% of customers are livestock producers, from whom 70% are women. Female milk supplier's regular income received from the selling milk has been resulted in taking loans for purchasing of labor saving goods, cows, land, houses and making home improvements.'

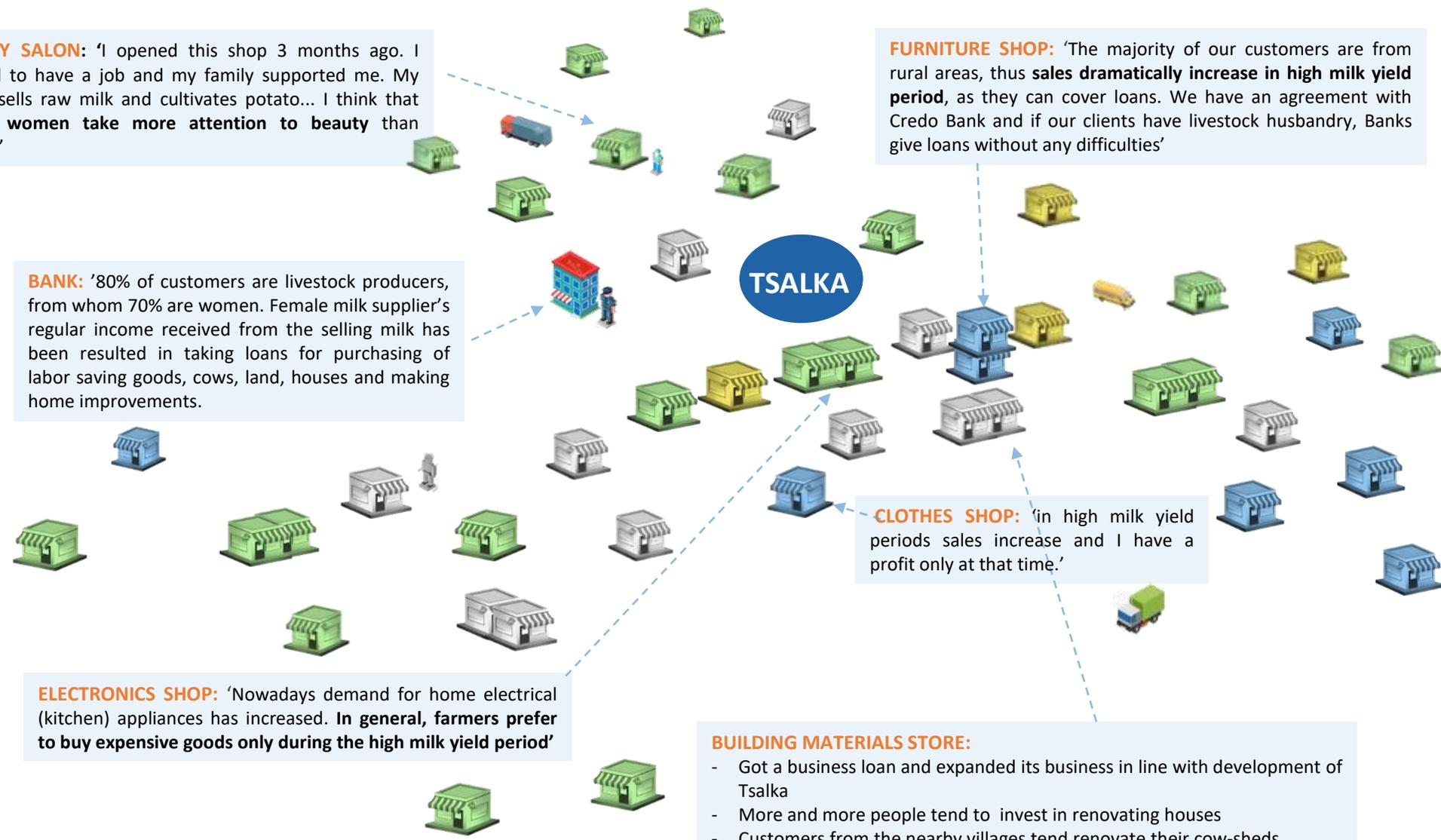
FURNITURE SHOP: 'The majority of our customers are from rural areas, thus **sales dramatically increase in high milk yield period**, as they can cover loans. We have an agreement with Credo Bank and if our clients have livestock husbandry, Banks give loans without any difficulties'

CLOTHES SHOP: 'in high milk yield periods sales increase and I have a profit only at that time.'

ELECTRONICS SHOP: 'Nowadays demand for home electrical (kitchen) appliances has increased. **In general, farmers prefer to buy expensive goods only during the high milk yield period'**

BUILDING MATERIALS STORE:

- Got a business loan and expanded its business in line with development of Tsalka
- More and more people tend to invest in renovating houses
- Customers from the nearby villages tend renovate their cow-sheds

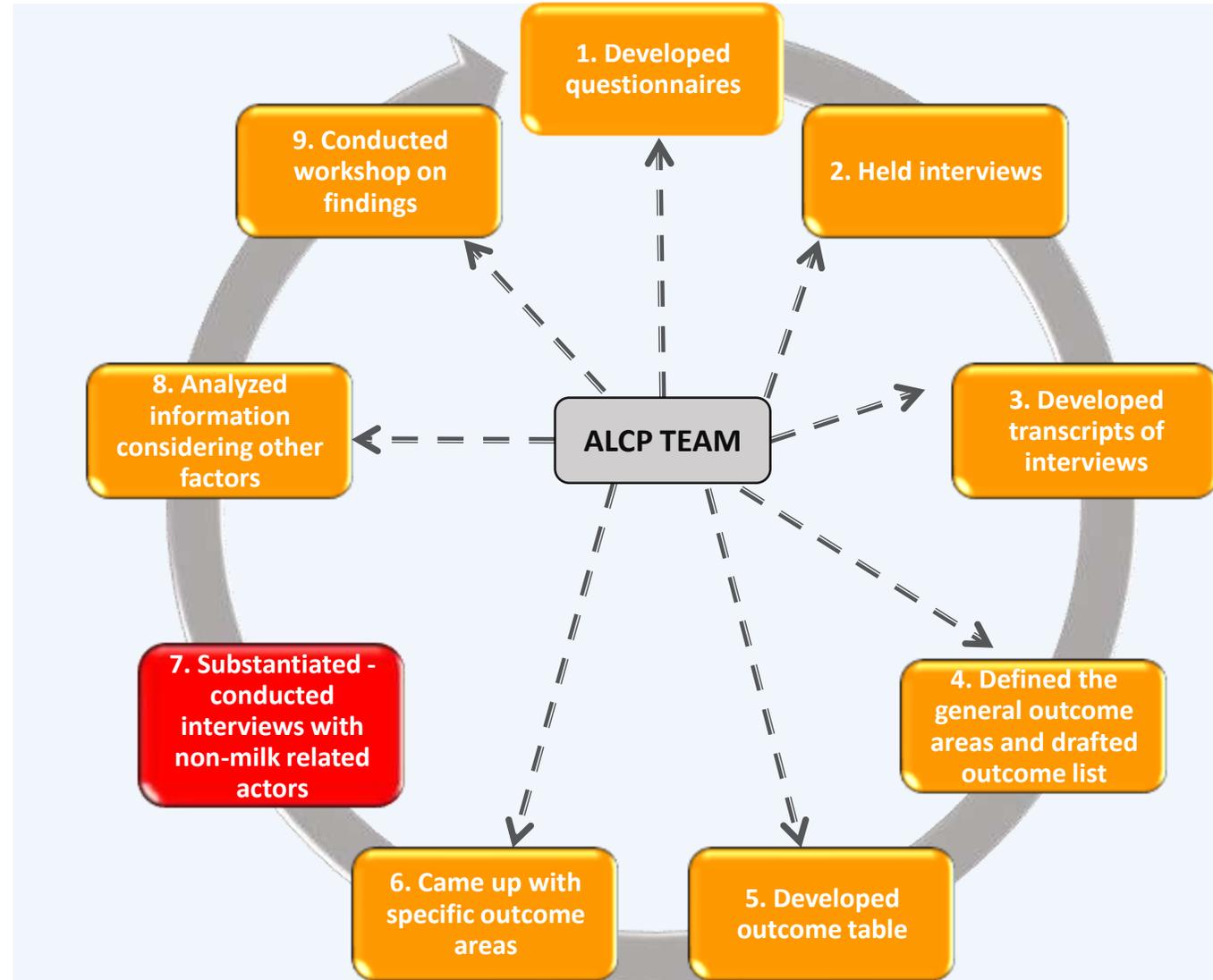


The Tsalka micro economy has blossomed in business diversity since ALCP starting working with the dairy industry there. ALCP used outcome harvesting to understand the range of outcomes to which its programming may have contributed. The larger challenge was deducing ALCP's likely contribution to this explosion in microeconomic diversity. The research team attempted to make this judgment by asking businesses about the sources of investment in business startup, and the patterns of demand for their products and services.

How ALCP Adapted OH

Because of the in-depth nature, time and cost effectiveness of the OH research, the ALCP applied this methodology to study other topics as well:

1. Dairy sector in another region
2. Access to finance
3. Jobs satisfaction and sustainability



Why ALCP Adapted OH



To substitute representative impact assessment survey?



To measure broad systemic changes



To capture displacement



To plan future surveys

Broad systemic changes

ALCP CONTRIBUTION TO TSALKA TOWN DEVELOPMENT

New businesses opened



Before ALCP



Since 2013



Since 2014



Since 2015

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TSALKA

Capturing Displacement



To plan future surveys

OH Indicted Risks Of Delay in Loan Repayment



Impact Assessment showed

■ Have no delays

■ Have delays

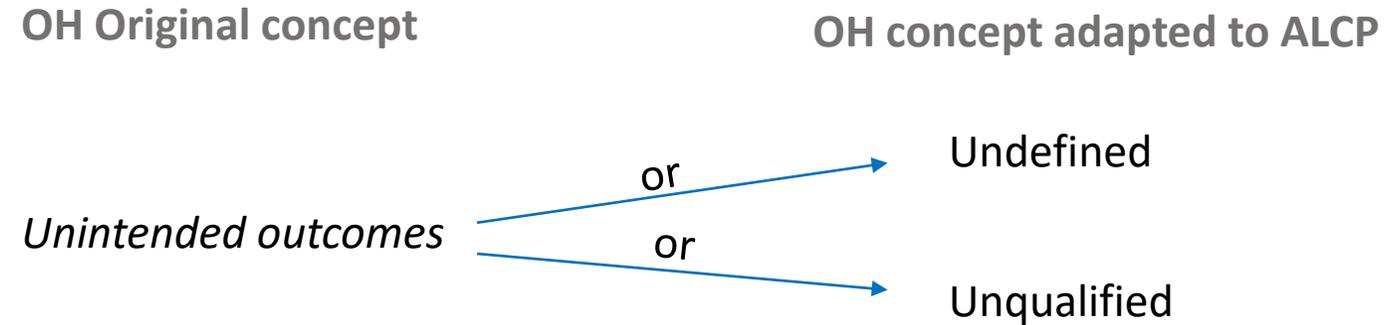
Target Group



Control Group



Ongoing Discussion about the Concept of Unintended Effects



The ALCP considers OH findings as not unintended, because they fit the programme's original purposes and vision

Other Applications of the Tool – Industrial Boards in Kosovo



Summary – Advantages and Limits of Outcome Harvesting

Uses

- Identifying unintended outcomes
- Other contributions to outcomes
- Good for identifying crowding in, or “expand”
- Rich contextual information
- Good addition to an MRM system

Limitations

- Purely qualitative
- Requires quantitative follow-up
- Strong potential bias
- Only useful for mature programs
- Facilitative programs require more investigation