Peter Roggekamp

DCED MRM seminar

March 2016

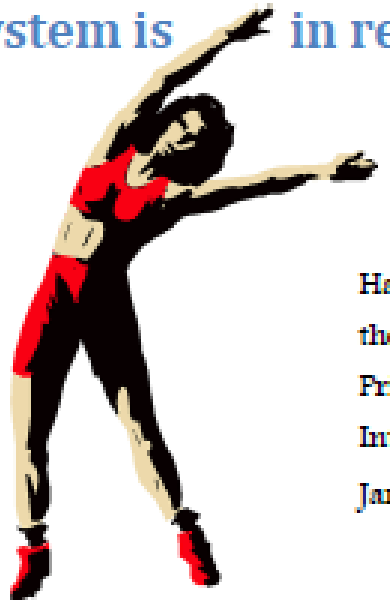
CAVAC 2010-2015 FULL CIRCLE

SYSTEMIC CHANGE

- (Irrigation)
- Fertilizer
- Pesticides
  - Vegetables
  - Media
  - Business Enabling Environment

- ~~Agritools~~
- ~~Seeds and varieties~~
- ~~Model farmer dry season~~
- ~~Market infrastructure~~
- ~~PP dialogue~~
- ~~Export promotion~~

We are in good shape and a practical M&E-system is in reach for many of us.



Handout –notes for my presentation at the "Current Trends and Results in Private Sector Development", International Seminar, Bangkok 17–20 January 2012 by Peter Roggekamp

As donors, consultants and implementers in private sector development we have come a long way over the last few years in developing a workable and realistic monitoring system that potentially produces credible data and that is useful as a management quality system. Under the umbrella of the DCED Standard the outline of a practical and credible monitoring and impact reporting system has evolved. Many programs are now implementing a system that is based on impact logics, impact chains, result chain or whatever people call it. Some project just started, others have been operating for a few years.

Where initial benefits of working with impact logics and applying the DCED Standard is now obvious for many, there are still valuable lessons to be drawn how to get more out of your M&E system. This can be done by integrating a DCED Standard based M&E system better with management structures in your organization.

This note lists some thoughts and is hopefully a basis for further discussions. Result chains and monitoring plans have gotten most of the attention over the last few years. This note is looking at the next step, building a full M&E management system around the logics and plans.

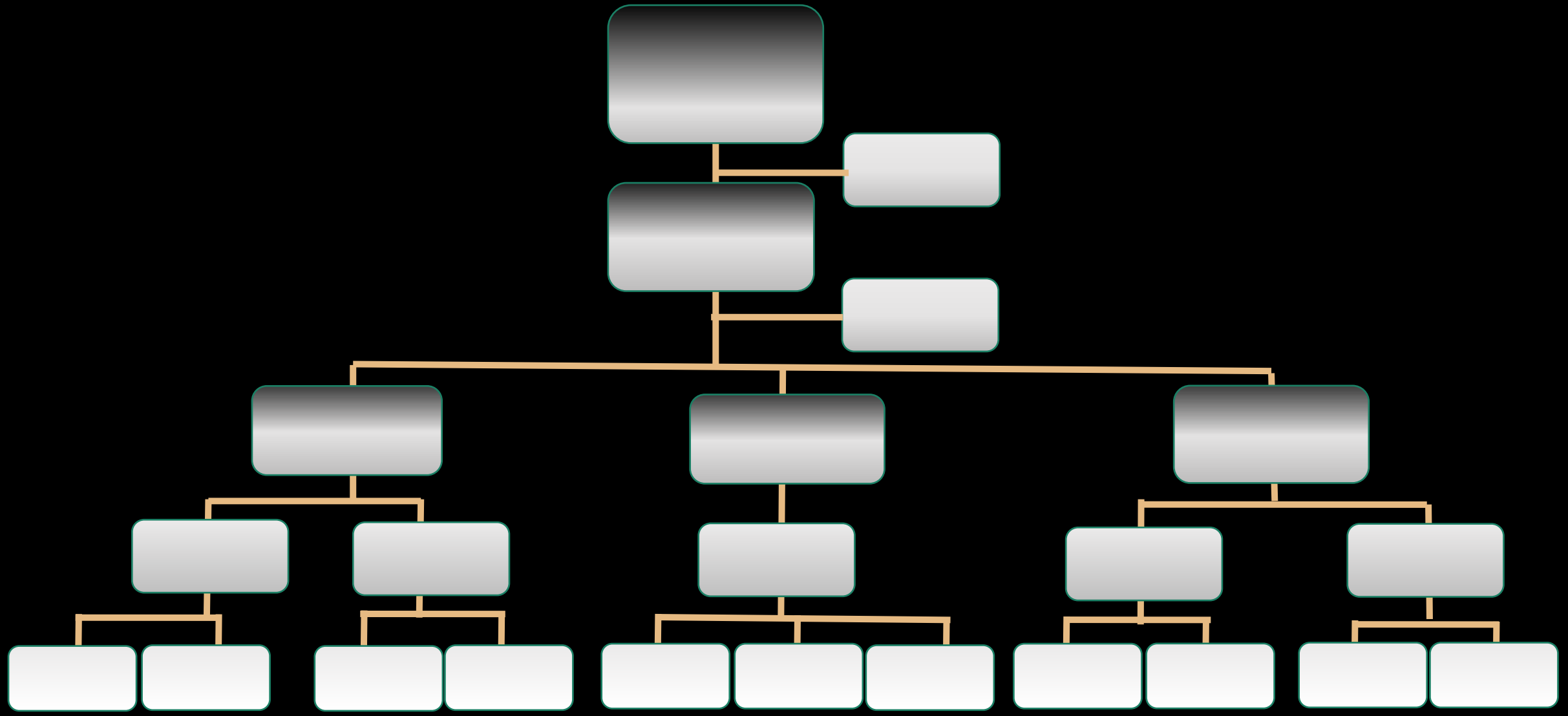
- ***One internal QA&R system**, with external quality control*
- *QA&R should be **integrated** with the other management systems.*
- ***Big boss** needs to **drive** QA&R*
- *Develop and maintain a **culture of honesty and self criticism.***
- ***Key indicators developed** early in the project.*
- *The QA&R system needs **permanent maintenance** to keep the right balance between simplicity and credibility.*
- ***All** professional **staff** should be **involved** with clear roles and responsibilities.*
- *External support should be managed. No handing over.*
- *Starting early on with **periodical triangulation sessions.***
- *Early on there should be a realistic **agreement with the donor** on what level of impact data can be expected and when.*
- ……..
- ……..
- ……..

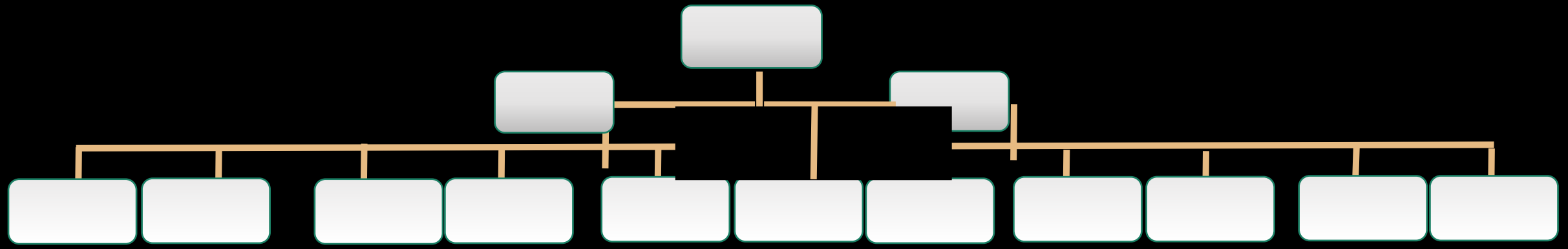

CAMP 4 TO SUMMIT
CAMP 4 AND THE SHOULDER
THE BLACK PYRAMID
HOUSE CHIMNEY
ABRUZZI ROUTE
CESAN ROUTE
BASE CAMP AND ADVANCED CAMP

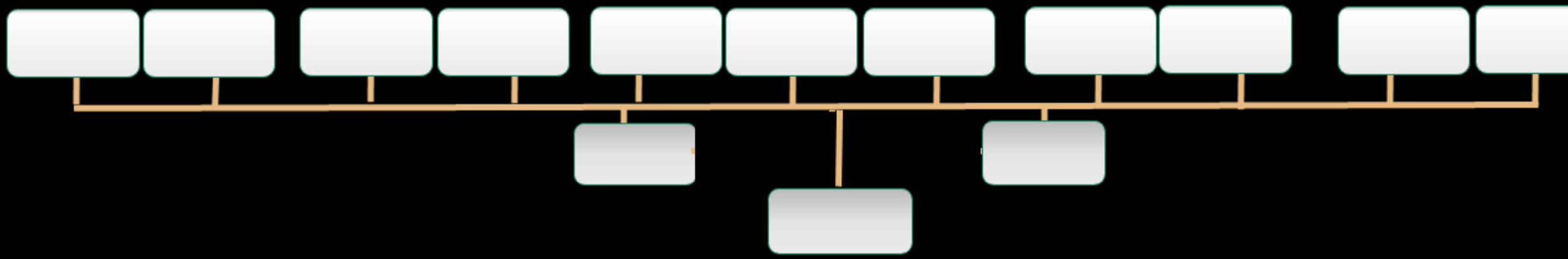
Re-search

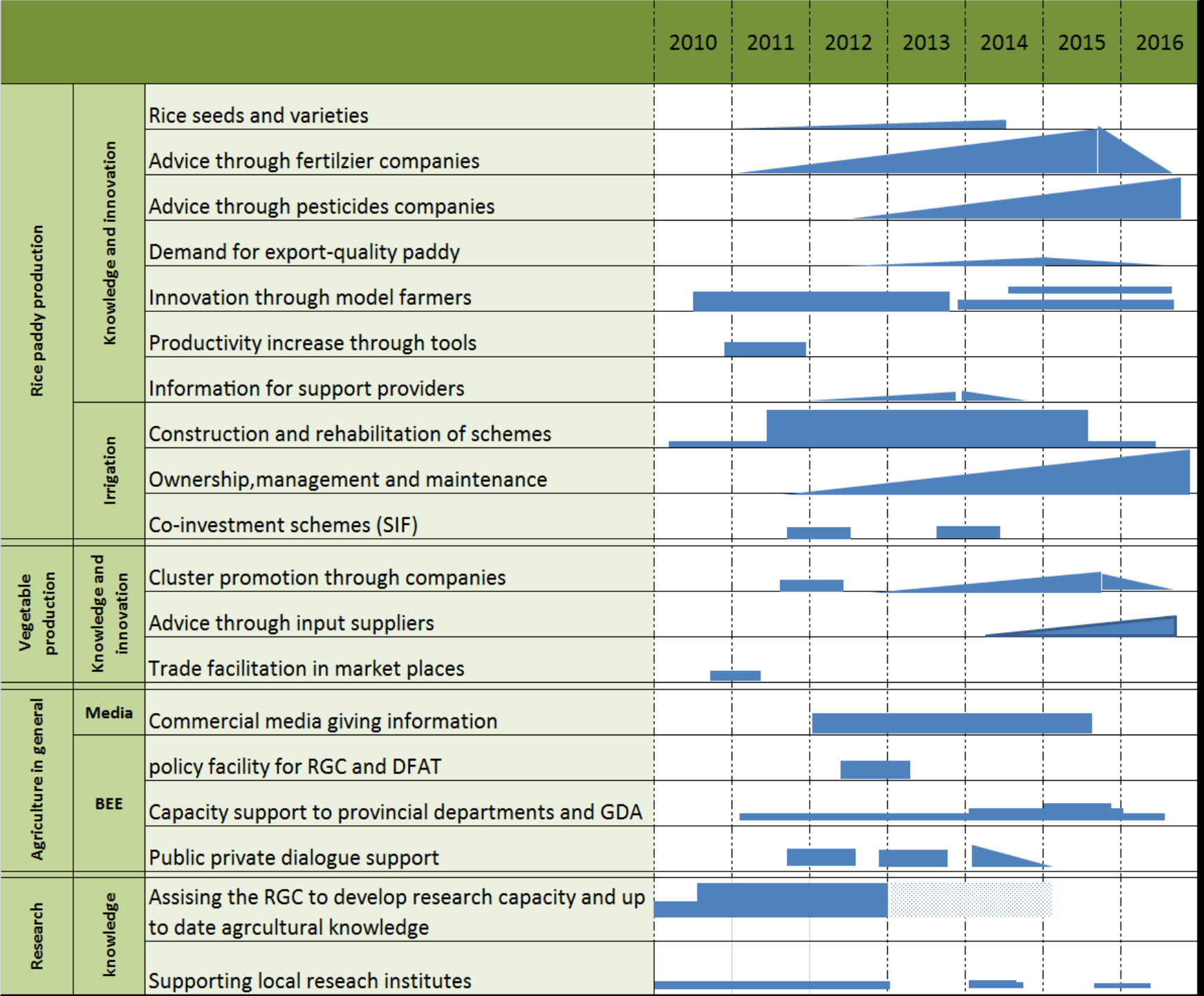
Measurable indicators
An attribution path
Sampling

Producing impact








2010
2011
2012
2013
2014
2015
2016
Rice paddy production
Knowledge and innovation
Rice seeds and varieties
Advice through fertilzier companies
Advice through pesticides companies
Demand for export-quality paddy
Innovation through model farmers
Productivity increase through tools
Information for support providers
Irrigation
Construction and rehabilitation of schemes
Ownership,management and maintenance
Co-investment schemes (SIF)
Vegetable production
Knowledge and innovation
Cluster promotion through companies
Advice through input suppliers
Trade facilitation in market places
Agriculture in general
Media
Commercial media giving information
BEE
policy facility for RGC and DFAT
Capacity support to provincial departments and GDA
Public private dialogue support
Research
knowledge
Assising the RGC to develop research capacity and up to date agrcultural knowledge
Supporting local reseach institutes

Access:

- Support available for ……2,000,000 farmers
- Direct clients of companies that changed business model through CAVAC
  - ……700,000 (fertilizer)
  - …..500,000 (pesticides)

Outreach:

- Farmers that changed practices by 2017……**600,000** + (200,000)
- Corrected for potential double counting……**340,000** + (200,000)

INP	Reference code	Reference	Activities	2011	2012	2013		2014		2015		2016		2017		Total	
				Supported by CAVAC	Supported by CAVAC	Supported by CAVAC	100% by Company	Supported by CAVAC	100% by Company	Supported by CAVAC	100% by Company	Planned	Expected (95%)	Planned	Expected (85%)	Up to Aug 2015	Up to Dec 2017
			Field Demonstration (field demo)														
HPC I	A1.1a	A1.1a_ HPC I_ List of field demo	*120 Field Demonstrations conducted*	*40*	*40*	*40*		*0*		*0*		*0*		*0*		*120*	*120*
	A1.1b	*A1.1b_ HPC I_ Assess KAP of field demo 1&2 year [Feb 2012]	*% of deomo farmers get knowledge from field demo*	*10%**	*80%**	*10%****											
	A1.1c	**A1.1c_ Note on HPC evaluation [June 2013]	*# of demo farmers get knowledge*	*4*	*32*	*4*											
	A1.1d	***A1.1d_ HPC Evaluation-3rd year Demo Farmer[Apr 2014]	*% demo farmers apply knowledge*	*25%**	*35% **	*25%***											
			23 field demo farmers apply knowledge	*1*	*11*	*11*											
			15 farmers reached by one FDF		*15*	*165*		*165***								*345*	*345*
			70% of farmers get knowledge demo farmer		*11*	*116*		*116*								*242*	*242*
			50% farmers apply knowledge (outreached)***		5	58		58								***121***	***121***
			Village Retailer Training														
HPC II	A1.2a	A1.2a_ List and Pre-posttest evaluation of HPC II [Aug 2014]	104 retailers get trained			55		49								104	104
			93% trained retailers increase knowledge			51		46									
	A1.3c	A1.3c_ Yetak I_ Note of increase knowledge on fertilizer use of re	77% of the retailers give advice			39		35									
	A1.4c	A1.4c_ Yetak I_ Impact assessment on farmer [Aug 2013]	73 farmers reached by a trained retailer			73		73									
			Total farmers reached			2,875		2,561								5,437	5,437
	A1.3e	A1.3e_ Farmer KAP from retailer training [June 2015]	77% of farmers get and apply knowledge			2,214		1,972								4,186	4,186
			Total farmers get and apply knowledge													**4,186**	**4,186**
			Retailer Training (Provincial dealer training)														
YE TAK I	A1.3a	A1.3a_ Report on Ye Tak Training [Feb 2014]	155 retailers get trained		155											155	155
	A1.3b	A1.3b_ Assess retailer training of Yetak [Mar 2012]	50% trained retailers get knowledge		78												
	A1.3c	A1.3c_ Yetak I_ Note of increase knowledge on fertilizer use of re	77% of trained retailers give advice		60												
	A1.3d	A1.3d_ Impact assessment on farmer of Yetak I [Nov 2013]	93 farmers reached by a trained retailer		93												
			Total farmers reached		5,550	-		-		-		-		-		5,550	5,550
	A1.3e	A1.3e_ Farmer KAP from retailer training [June 2015]	77% of farmers get and apply knowledge		4,273	-		-		-		-		-		4,273	4,273
			Total farmers get and apply knowledge													**4,273**	**4,273**
			Village Retailer Training														
YE TAK II	A1.4a	A1.4a_ Retailer training Database-HPC and YETAK	191 retailers get trained			191										191	191
	A1.4b	A1.4b_ Consolidated_Report_7_trainings_2014_EN	87% of trained retailers increase knowledge			166											
	A1.3c	A1.3c_ Yetak I_ Note of increase knowledge on fertilizer use of re	77% of trained retailers give advice					128									
	A1.4c	A1.4c_ Yetak I_ Impact assessment on farmer [Aug 2013]	73 farmers reached by a trained retailer					73									
			Total farmers reached					9,340		-		-		-		9,340	9,340
	A1.3e	A1.3e_ Farmer KAP from retailer training [June 2015]	77% of farmers get and apply knowledge					7,192		-		-		-		7,192	7,192
			Total farmers get and apply knowledge													**7,192**	**7,192**
			Farmer meeting														
		Informed by Binh Dien in Aug 2015	150 farmer meetings will be conducted								50	50		50			150
		Informed by Ye Tak in Aug 2015	50 farmer per farmer meeting								50	50		50			150
			Total farmers reached								2,500	2,500		2,500			
	A1.9b	A1.9b_ FarmerAssessment_FM_LaySeng [Jul 2015]	94% of farmers get knowledge								2,350	2,350		2,350			
			52% of farmers apply knowledge								1,222	*1,222*	1,161	*1,222*	1,039		**3,422**
			Total farmers get and apply knowledge														**10,614**
			Staff Capacity Building														
ayon ritage	A1.5a	A1.5a_ Training in rice and vegetable production for BHG staff	30 staff get trained			30										30	30
			100% of staff get knowledge			36											
	A1.5b	A1.5b_ Technical Assessment of BHG Staff [Nov 2014]	# of farmer meetings				1,733		2,120		2,120	2,120		2,120		5,973	

Outreach ignored. Not convinced the quality was good enough. HPC 1 was really a pilot intervention

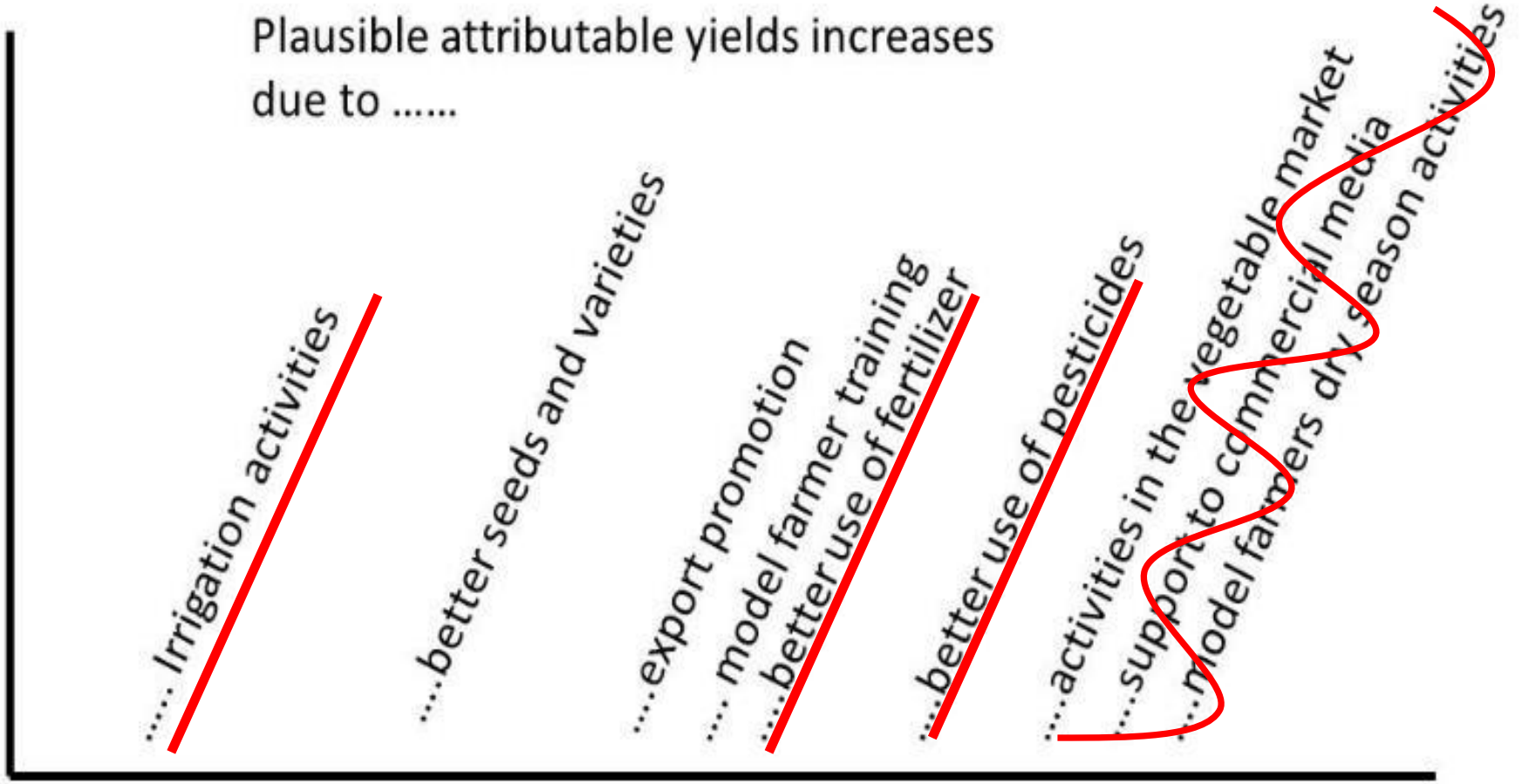
The retailers are likely to continue supporting farmers but it will be mainly the same farmers. So no additional outreach claimed after 2014

The retailers are likely to continue supporting farmers but it will be mainly the same farmers. So no additional outreach claimed after 2012

The retailers are likely to continue supporting farmers but it will be mainly the same farmers. So no additional outreach claimed after 2014

A1.6a	A1.6a_ MSG_ Farmer KAP Assessment [Mar 2015]	# Field day (without field day)					1	2		1	2		2		4	8
Malysan		130 farmers join field day					130	130		130	130		130		130	130
		Total farmers reached through field days					130	260	-	130	260		260		520	1,040
A1.6b	A1.6b_ Farmer KAP of MSG's demo [Jun 2015]	37% farmers get and apply knowledge							48	96	*48*	45.7	*96*	81.8	192	272
		# Field demo (without field days)					3	2		45	24		24		50	98
A1.6c	A1.6c_ MSG_Demos without Field days [Aug 2015]	8 farmers join each field demo					8	8		8	8		8			
		Total farmers reached through demos					24	16	-	360	192		192		400	784
		17% farmers get and apply knowledge							4	3	*61*	58.1	*33*	27.7	68	93
		Total farmers get and apply knowledge													**260**	**364**
		Field Demonstration (Field Demo)														
Papaya		# Field demo					7		3	3	5		5		13	23
A1.7a	A1.7a_ Note of Papay KAP assessment[May 2014]	# Field day					6		0	1	3		3		7	13
		35 farmers per field demo					35		0	35	35		35			
		Total farmers reached					210		-	35	105		105		245	455
A1.6b	A1.6b_ Farmer KAP of MSG's demo [Jun 2015]	37% of farmer get and apply knowledge							78	-	*13*	12.3	*39*	33.0	**78**	**123**
		Site Specific Fertilizer Recommendation Development														
A1.8a	A1.8a_ Note of Anachak [Jul 2015]	8 field demos will be conducted by the company							0		4		4			8
A1.9c	A1.9c_Field Demo Assessment of Lay Seng [May 2015]	48 farmers reached per field demonstration							0		48		48			
		Total farmers reached							0		192		192			384
A1.6b	A1.6b_ Farmer KAP of MSG's demo [Jun 2015]	37% of farmer get and apply knowledge									*71*	67.5	*71*	60.4		128
A1.8b	JA1.8b_ Justification note from Anachak [Aug 2015]	**Retailer Coaching (through leaflet distribution)**							18		6		6			30
Anachak		108 village retailers get coached								54	90		36			180
A1.4b	A1.4b_ Consolidated_Report_7_trainings_2014_EN	87% coached retailers gain knowledges								47	78		31			
A1.3c	A1.3c_ Yetak I_ Note of increase knowledge on fertilizer use of re	77% of coached retailers give advices								36	60		24			
A1.4c	A1.4c_ Yetak I_ Impact assessment on farmer [Aug 2013]	73 of farmers reach by a coached retailer								73	73		73			
		Total numbers of farmers reached								2,641	4,401		1,760			8,802
A1.3e	A1.3e_ Farmer KAP from retailer training [June 2015]	77% of farmers get and apply knowledge								2,033	*3,389*	3,220	*1,356*	1,152		6,405
		Total farmers get and apply knowledge														**6,533**
		Farmer Meeting														
A1.9a	A1.9a_ Lay Seng farmer meeting [June 2015]	# of farmer meeting					4	35		250	360		360		289	1009
		32 farmers per meeting					32	32		32	32		32			
		Total farmers reached					128	1,120		8,000	11,520		11,520		9,248	32,160
A1.9b	A1.9b_ FarmerAssessment_FM_LaySeng [Jul 2015]	94% of farmers get knowledge					120	1,053		7,520	10,829		10,829		8,693	30,230
Lay Seng		52% of farmers apply knowledge					63	547		3,910	*5,631*	5,349.4	*5,631*	4,786.3	4,520	14,656
		Field Demonstration (LFD)														
A1.9c	A1.9c_Field Demo Assessment of Lay Seng [May 2015]	# FD					3			2	7		7		19	19
		48 farmers join LFD					48			48	48		48			
		Total farmers reached					144			96	336		336		912	912
A1.9d	A1.9d_ Justification for field demo_LS [Aug 2015]	70% of farmers get and apply knowledge					101			67	*235*	223.4	*235*	199.9	638	591
		Total farmers get and apply knowledge													**5,159**	**15,248**
		Farmer Meeting														
Eung Suykiml		# of farmer meeting						100		100	100		100		200	
A1.10a	A1.10a_ Note of Ung Suy Kimly [Aug 2015]	150 farmers per meeting						150		150	150		150		150	
		Total farmers reached						15,000		15,000	15,000		15,000		22,500	
A1.5c	A1.5c_ Report of Farmer Meeting by BHG [May 2015]	57% of farmer get and apply knowledge						8,550		8,550	*8,550*	8,122.5	*8,550*	7,267.5	12,825	32,490
		Total farmers get and apply knowledge													**12,825**	**32,490**

Total projection	**102,066**	**185,426**



Plausible attribution:	*Relatively easy*	*partly possible*	*hard*	*not feasible*

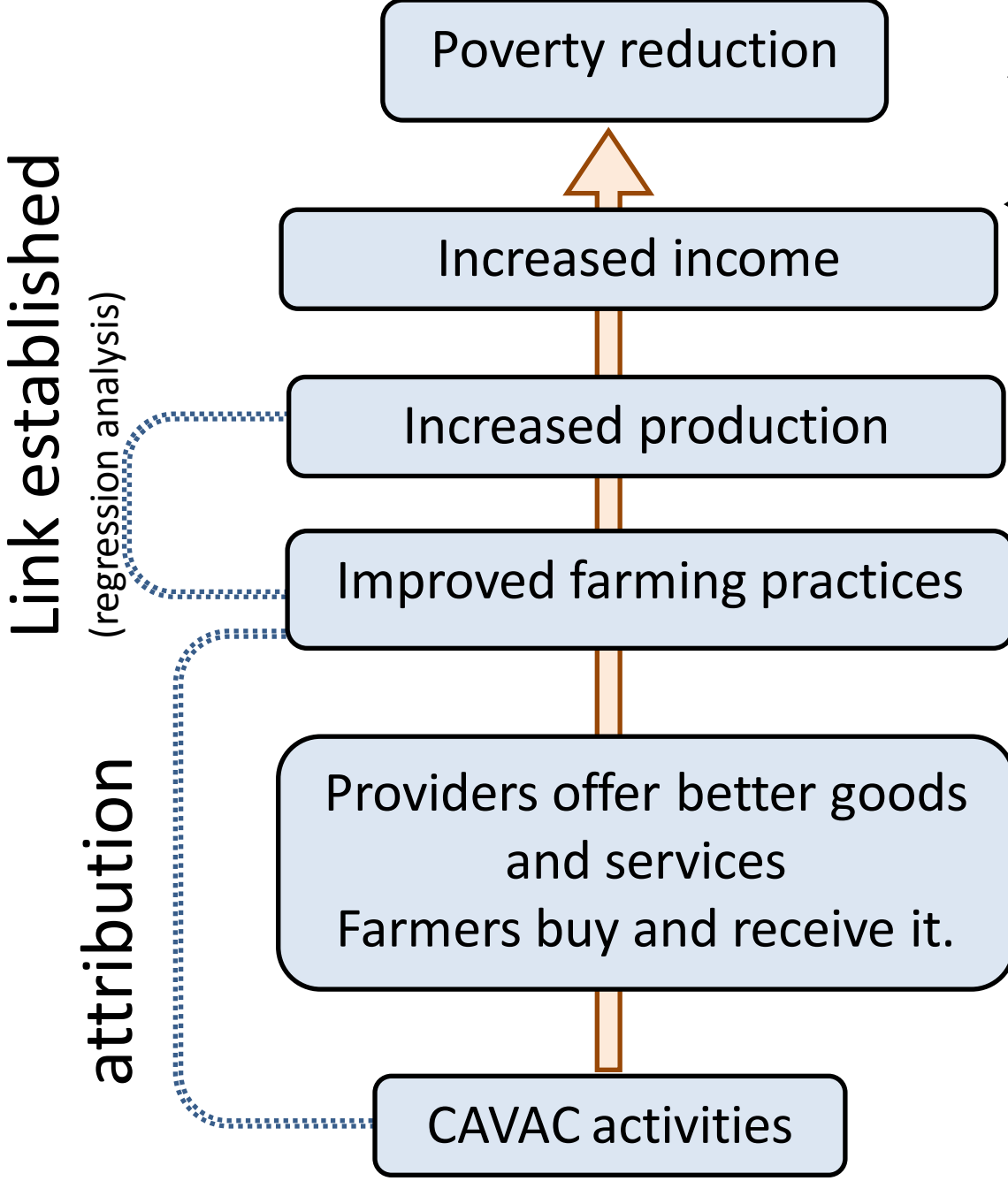
Tools:	Direct monitoring	Monitoring sales	Monitoring change in farmer practices	Case studies and literature

	~~Yields~~ Additional production				
	Realistically measurable?	Possible to aggregate?	Capture change over time?	Attributable	In 2015?
Irrigation	Yes,	Yes	Yes, before and after construction.	Yes	Adoption not complete.
Seeds	Yes for new seed producers, not for varieties	Yes	Yes for new seed producers, not for varieties	Possible	
Export exchange visits	No, yields may not change. Maybe farmers get a higher price or other benefits.	No	More difficult	Not easy	
Export contract farming	Yes	Yes	yes	Yes	Yes
Wet season model farmer training	Yes	Yes	Difficult to establish a before and after	Not too easy	Adoption not complete.
Fertilizer	Yes	Yes	Not easy as adoptions goes slowly	KAP, partly possible	Adoption not complete.
Pesticides	Hard to assess reduced crop loss. Maybe through indirect indicators	Yes	Late as activities not finished	Maybe partly plausible.	Still very early
Vegetable	Not feasible, yield is not a suitable indicator for many and fast changing varieties.	No	Possible. CAVAC conducted an extensive baseline.	No	yes
Commercial media	Impact to diverse. No theory of change to base impact on.	No	No	No	Too early
Dry season model farmer	Impact to diverse. No theory of change to base impact on.	Not really		Not really possible	Too early

Table 4: **Yearly** impact of CAVAC supported activities on increased production.

	Reliability of data		Sustainability	Until September 2015		Until December 2017	
				ton paddy	Value m. USD	ton paddy	Value m.USD
Irrigation schemes	+++	Very reliable	Very likely for most schemes	123,368	24.7	218,461	**43.7**
Support to **fertilizer** companies and model farmers on fertilizer	++	Very plausible.	Assured	51,763	10.4	Likely to be higher	**10.4**
				32,744	6.5		**6.5**
Other support to model farmers wet season	-		likely			*Not measured but will have real impact*	
Support to model farmers dry season	±	Indicative / case studies	Will continue.			11,822	**2.4**
Support to pesticides companies	+	Potentially plausible	Early, seems already irreversible.			115,384	**23.1**
Vegetables	-	case studies	Not sure			*Not measured but will have impact*	
Export		attribution / displacement questionable.	Not sure	4,518	0.90	*One could argue that this is a one time impact.*	
Media	±	indicative	indications			*Potentially large impact*	
Seeds and varieties		not measured	Serious doubts				
PDA and GDA support		not measured	Not likely.			*Certainly had impact*	

Wet seaso
Dry season



- Not reported
  'Transmission mechanism' study
- Not reported, left to the reader
- Calculated
- Key indicator for measuring change
- The sustainability case
- Outreach calculations
- Improving

$$\Delta Y = \Sigma B_x * (X_{after} - X_{before}).$$

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695[a]	.483	.471	1.17397

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.891	.171		16.930	.000
Sum P in basal stage	.012	.003	.156	3.561	.000
dummy for flooded areas	.651	.157	.192	4.135	.000
7.How much area that you cultivate DSR in total?	.000	.000	.087	2.739	.006
D_KPT	-.519	.143	-.133	-3.622	.000
D_Kampot	-.352	.131	-.098	-2.687	.007
D_varietry_IR504	1.153	.162	.355	7.099	.000
D_varietry_IR85	1.026	.206	.192	4.970	.000
D_varietry_IR66	.723	.241	.107	3.004	.003
Sum N in TL	.019	.004	.205	4.444	.000
Sum K in TL	.022	.009	.092	2.539	.011
Sum N in PI	.018	.005	.173	3.763	.000
Sum K in PI	.019	.005	.133	3.429	.001
Total amount of chemical fertilizer per ha	-.003	.001	-.220	-2.828	.005

Lessons

- M4P can work and….

  …..can be measured (partly)

- 4 years ago + portfolio approach + re-SEARCH
- Final impact data were a surprise;

  too late for improvements

Lessons related to the Standard.

- Very useful to guide measurements.
- Audit was useful for credibility and internal discipline. (year 3 was good timing)
- Results chains useful for early monitoring and outreach.

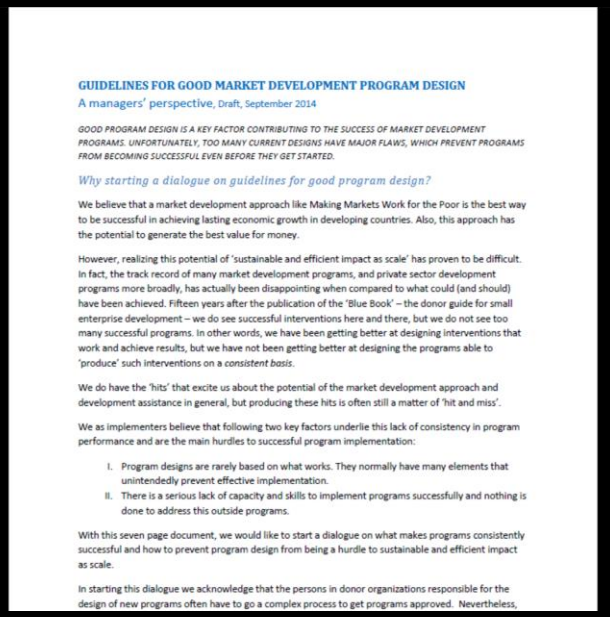
Recommendations:

- Measure what you can, not what you must. Test it.
- Balance simple with credible.
  - RM is not a hobby of the RM experts.
  - Don’t measure everything, focus on your main markets.
  - Crowding in and indirect outreach: monitor, but don’t measure.
- Attribution is a search not a design.

- CAVAC II design:
  - Year 1 & 2: Do, learn and improve only.
  - Year 3: Design serious research and make choices.

Further reading:

- CAVAC website: ..www cavackh.org.
- Write up for this seminar.
- Part 1 and 3 from CAVAC's completion report
- Drop box.
- Seminar paper 4 years ago
- Managers program design paper, 2 years old.



GUIDELINES FOR GOOD MARKET DEVELOPMENT PROGRAM DESIGN

A managers' perspective, Draft, September 2014

GOOD PROGRAM DESIGN IS A KEY FACTOR CONTRIBUTING TO THE SUCCESS OF MARKET DEVELOPMENT PROGRAMS. UNFORTUNATELY, TOO MANY CURRENT DESIGNS HAVE MAJOR FLAWS, WHICH PREVENT PROGRAMS FROM BECOMING SUCCESSFUL EVEN BEFORE THEY GET STARTED.

Why starting a dialogue on guidelines for good program design?

We believe that a market development approach like Making Markets Work for the Poor is the best way to be successful in achieving lasting economic growth in developing countries. Also, this approach has the potential to generate the best value for money.

However, realizing this potential of 'sustainable and efficient impact as scale' has proven to be difficult. In fact, the track record of many market development programs, and private sector development programs more broadly, has actually been disappointing when compared to what could (and should) have been achieved. Fifteen years after the publication of the 'Blue Book' – the donor guide for small enterprise development – we do see successful interventions here and there, but we do not see too many successful programs. In other words, we have been getting better at designing interventions that work and achieve results, but we have not been getting better at designing the programs able to 'produce' such interventions on a *consistent basis*.

We do have the 'hits' that excite us about the potential of the market development approach and development assistance in general, but producing these hits is often still a matter of 'hit and miss'.

We as implementers believe that following two key factors underlie this lack of consistency in program performance and are the main hurdles to successful program implementation:

I. Program designs are rarely based on what works. They normally have many elements that unintendedly prevent effective implementation.
II. There is a serious lack of capacity and skills to implement programs successfully and nothing is done to address this outside programs.

With this seven page document, we would like to start a dialogue on what makes programs consistently successful and how to prevent program design from being a hurdle to sustainable and efficient impact as scale.

In starting this dialogue we acknowledge that the persons in donor organizations responsible for the design of new programs often have to go a complex process to get programs approved. Nevertheless,

We are in good shape and a practical M&E-system is in reach for many of us.

Handout -notes for my presentation at the "Current Trends and Results in Private Sector Development", International Seminar, Bangkok 17–20 January 2012 by Peter Roggekamp

As donors, consultants and implementers in private sector development we have come a long way over the last few years in developing a workable and realistic monitoring system that potentially produces credible data and that is useful as a management quality system. Under the umbrella of the DCED Standard the outline of a practical and credible monitoring and impact reporting system has evolved. Many programs are now implementing a system that is based on impact logics, impact chains, result chain or whatever people call it. Some project just started, others have been operating for a few years.

Where initial benefits of working with impact logics and applying the DCED Standard is now obvious for many, there are still valuable lessons to be drawn how to get more out of your M&E system. This can be done by integrating a DCED Standard based M&E system better with management structures in your organization.

This note lists some thoughts and is hopefully a basis for further discussions. Result chains and monitoring plans have gotten most of the attention over the last few years. This note is looking at the next step, building a full M&E management system around the logics and plans.