



# USING ELEMENTS OF DCED STANDARDS FOR CLA

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

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## OVERVIEW

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





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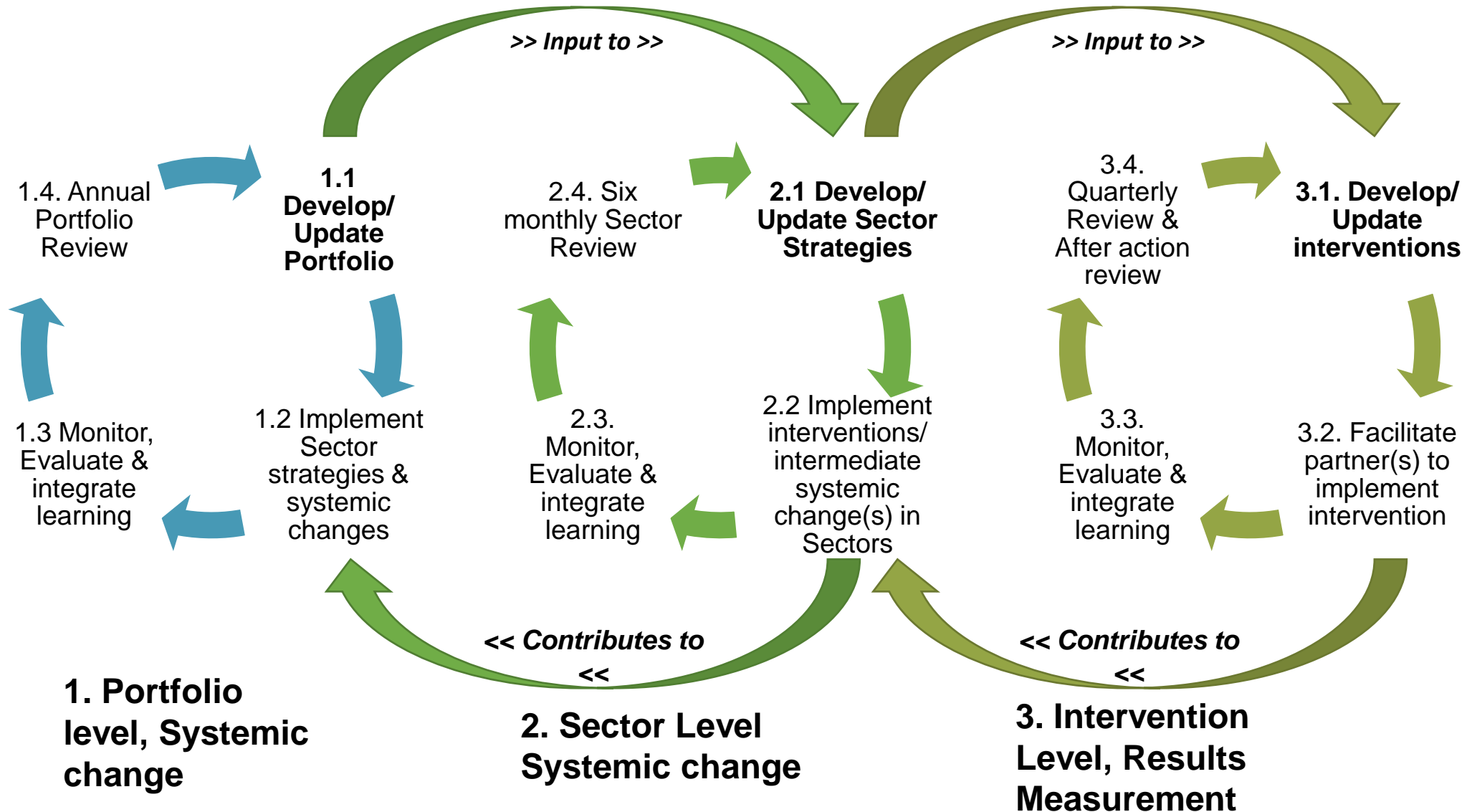
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A photograph of a lush green rice field at sunset. The sun is low on the horizon, creating a warm, golden glow that filters through the rice stalks. The sky is filled with soft, white clouds. The rice plants are tall and dense, with their long, slender leaves and seed heads clearly visible. The overall scene is peaceful and evokes a sense of natural beauty and agricultural productivity.

## MEL System of RDC



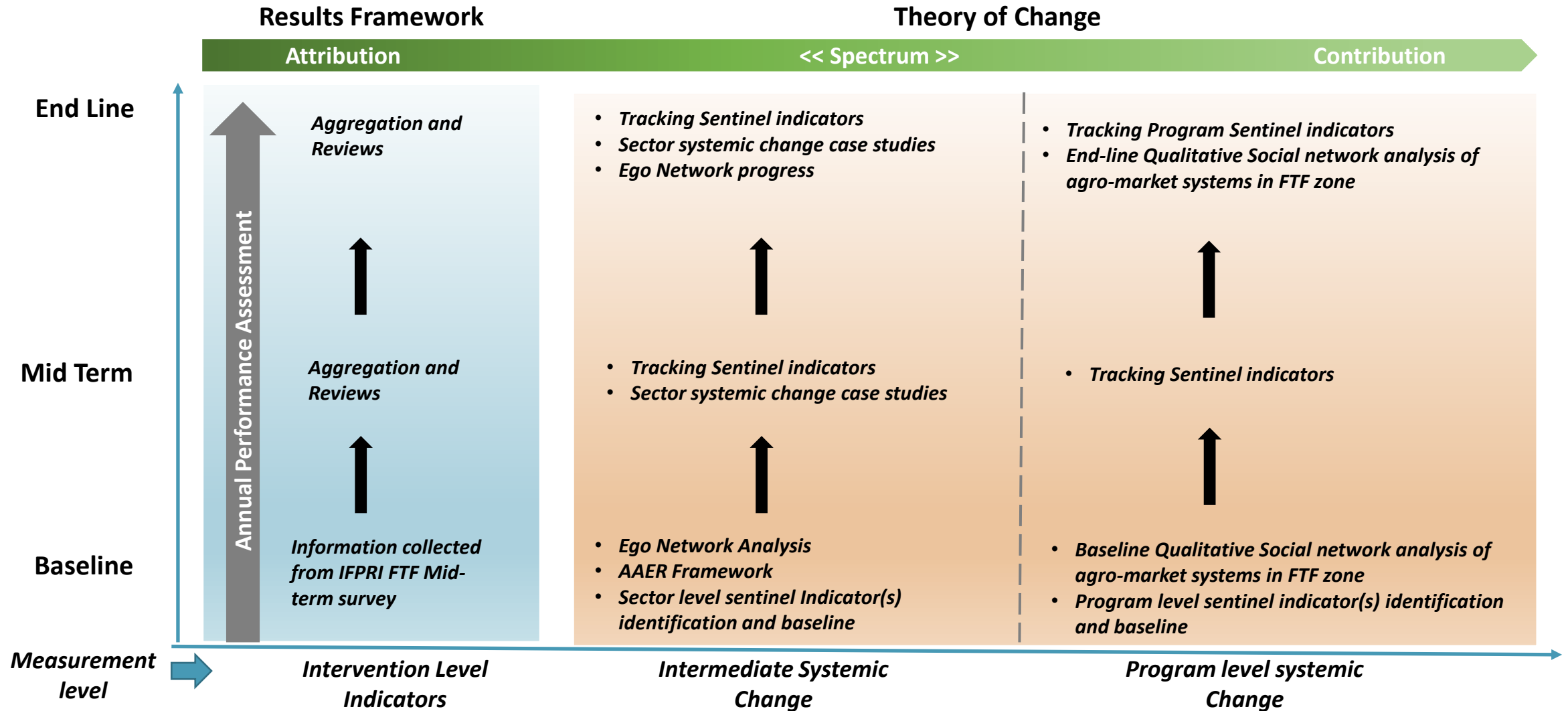
## MEL PROCESS







## MEL FRAMEWORK





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## CLA FRAMEWORK AND MEL SYSTEM



**USAID**  
FROM THE AMERICAN PEOPLE



**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.





## CLA IN PROGRAM CYCLE



### 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

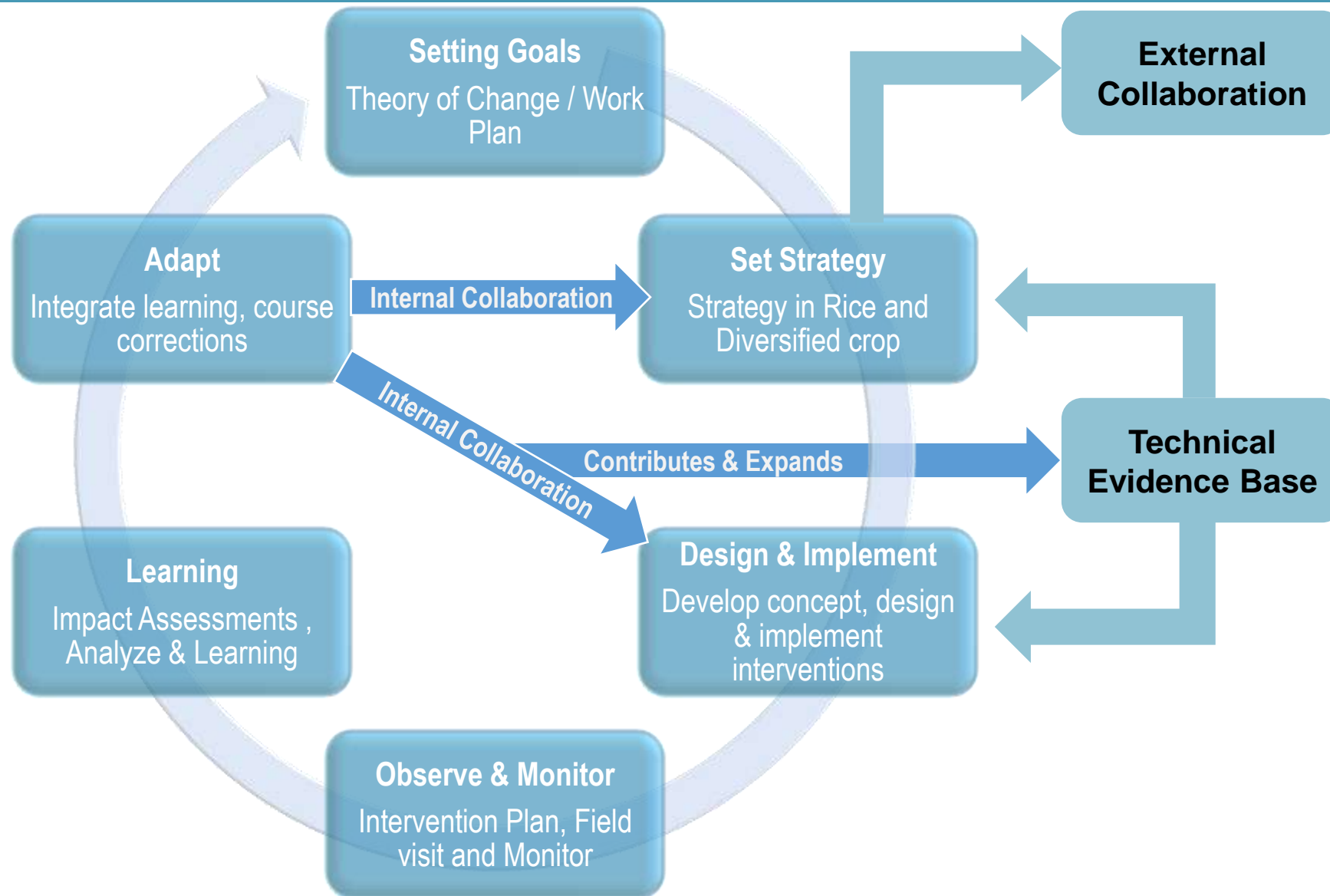


### Resources

- 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



# CLA AND MEL



Across 6 elements : C L A and enabling conditions

<b>Institutionalized</b>	<ul style="list-style-type: none"> <li><i>We consistently and systematically.....</i></li> <li><i>We consistently prioritize....</i></li> <li><i>Staff mission-wide....</i></li> <li><i>....making decisions is fully transparent</i></li> </ul>
<b>Advanced</b>	<ul style="list-style-type: none"> <li><i>We usually...</i></li> <li><i>We regularly...</i></li> <li><i>The majority of mission staff...</i></li> </ul>
<b>Expanding</b>	<ul style="list-style-type: none"> <li><i>We sometimes...</i></li> <li><i>We primarily...</i></li> <li><i>A minority of mission staff...</i></li> </ul>
<b>Emergent</b>	<ul style="list-style-type: none"> <li><i>We informally ...</i></li> <li><i>... in an ad hoc fashion...rare...</i></li> <li><i>... is informal and undocumented...not acted upon</i></li> <li><i>Only certain individual...</i></li> </ul>
<b>Not yet present</b>	<ul style="list-style-type: none"> <li><i>We are not ...</i></li> <li><i>We have not...do not...</i></li> <li><i>Staff are not...</i></li> </ul>



Collaborating, Learning & Adapting Maturity Matrix  
Version 7

CLA in the Program Cycle		
Collaborating		
	Internal Collaboration	External Collaboration
KEY CONCEPTS	1. Identify and prioritize other teams/offices for strategic collaboration. 2. Decide how to engage those teams/offices. 3. Collaborate with those teams/offices based on decisions reached.	1. Identify and prioritize key stakeholders for strategic collaboration. 2. Decide how to engage key stakeholders. 3. Collaborate with key stakeholders based on decisions reached.
INSTITUTIONALIZED	We consistently and systematically: - Identify other teams/offices and/or individuals who could have the greatest impact on planning and implementation. - Make decisions about what form collaboration takes to increase synergies. - Collaborate strategically with those teams/offices and/or individuals based on decisions reached.	We consistently and systematically: - Use stakeholder analysis to identify and prioritize stakeholders. - Make decisions about what form collaboration takes to increase synergies, which includes requiring and resourcing collaboration among partners when relevant. - Collaborate strategically with key stakeholders based on decisions reached.
ADVANCED	We usually: - Identify other teams/offices and/or individuals who could have the greatest impact on planning and implementation. - Make decisions about what form collaboration takes to increase synergies. - Collaborate strategically with those teams/offices and/or individuals based on decisions reached.	We usually: - Use stakeholder analysis to identify and prioritize stakeholders. - Make decisions about what form collaboration takes to increase synergies, which could include encouraging collaboration among partners when relevant. - Collaborate strategically with key stakeholders based on decisions reached.
EXPANDING	We sometimes collaborate with other teams/offices. Inter-office collaboration is characterized by <u>information exchange</u> .	Planning processes <u>sometimes</u> include a stakeholder analysis. We collaborate with host government counterparts and/or implementing partners <u>under specific agreements</u> . Collaboration with additional stakeholders limited to <u>consultation/information gathering</u> to inform USAID decisions.
EMERGENT	We collaborate with other teams/offices in an <u>ad hoc fashion</u> . Information <u>does</u> are common.	Analysis of stakeholders is <u>informal and undocumented</u> . We collaborate with stakeholders in an <u>ad hoc fashion</u> . Stakeholders are <u>informed</u> of USAID plans and/or interventions.
NOT YET PRESENT	We are not yet collaborating with other teams/offices.	We are not yet collaborating with stakeholders.





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## DCED, CLA and MEL



# RDC MEL AND DCED STANDARD

<b>Section 1: Articulating the Results Chain</b>	<ul style="list-style-type: none"> <li>Each intervention has a results chain with MRM Plan, Estimation and Ego Net</li> </ul>
<b>Section 2: Defining Indicators of Change</b>	<ul style="list-style-type: none"> <li>MRM Plan includes qualitative and quantitative indicators</li> <li>Key questions are also included for each indicators</li> </ul>
<b>Section 3: Measuring Change in Indicators</b>	<ul style="list-style-type: none"> <li>MRM Plan includes who and how we will measure change</li> <li>IFPRI FTF Mid-Term survey (2015) used as baseline for all key indicators in Results framework</li> </ul>
<b>Section 4: Estimating Attributable Changes</b>	<ul style="list-style-type: none"> <li><b><i>Focus on data quality (DQA)</i></b></li> <li><b><i>Attribution Strategy ( Four Approach)</i></b></li> <li>Representative annual performance survey</li> </ul>
<b>Section 5: Capturing Wider Changes in the System or Market</b>	<ul style="list-style-type: none"> <li><b><i>Use of Ego Network (SNA) and AAER framework</i></b></li> </ul>
<b>Section 6: Tracking Programme Costs</b>	N/A
<b>Section 7: Reporting Results</b>	<ul style="list-style-type: none"> <li>Donor Reporting</li> <li>One of the implementation pillar includes disseminating info from MEL to wider stakeholders</li> </ul>
<b>Section 8: Managing the System for Results Measurement</b>	<ul style="list-style-type: none"> <li>MIS system; Tab based data entry; Global MEL System : LEAP Platform; CLA Framework</li> </ul>





### Input companies

Dealer/Retailer  
receive  
training/input

Offer Service

Farmer Uptake

- Collect Total Input Sales
- Input use per farmer per unit of land for individual production season

### Procurement

Technical supports  
to collectors/  
traders, suppliers  
and buyback

Offer procurement  
service

Farmer sell

- Total Volume Procured
- Use average sales volume per farmer in production season

### Services

Agents, LSPs  
receive training,  
info, financial,  
advisory, extension  
services etc

Offer stand alone or  
embedded services

Farmer receive or  
buy service

- Select Service Delivery Points
- Collect farmers list, receiving the services, from client registry system.

### Mechanization

LSPs, retailers,  
machine operators  
receive training and  
post-sales services

LSPs, retailers,  
machine operators  
provide  
mechanization  
service/ products

Farmer Uptake  
mechanization  
services and  
products

- 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

<b>Validity</b>	Valid, correct, complete, minimal errors, measures what it is intended to measure.
<b>Reliability</b>	Data are collected consistently; using <u>same definitions and methodologies over time</u> .
<b>Precision</b>	<u>Data have sufficient and appropriate detail</u> to permit management decision-making
<b>Timeliness</b>	<u>Data are up-to-date (current)</u> , and information is available on time;
<b>Integrity</b>	The data are <u>protected from deliberate bias or manipulation</u> .



# Thank You



# **Annex I: SNA for Systemic Change**





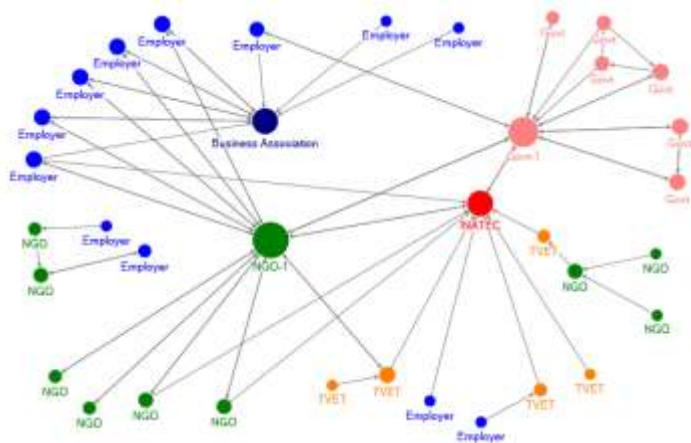
# SOCIAL NETWORK ANALYSIS

**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

example map (before)



73 # Ties 114

6% Density 11%

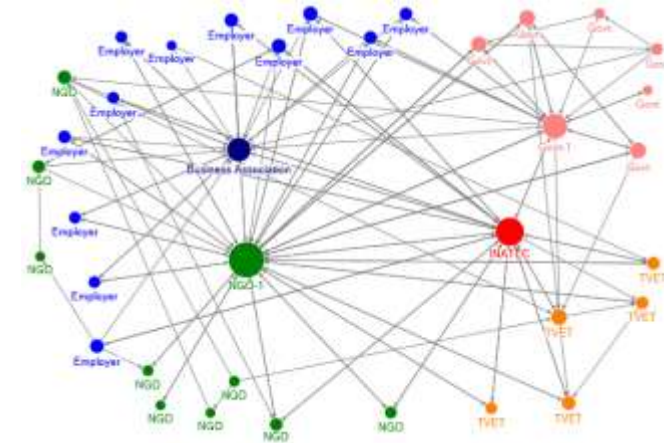
67% Reciprocity 72%

2.8 Distance 2

0 Centrality 1.6

### **Helps answer program design questions:**

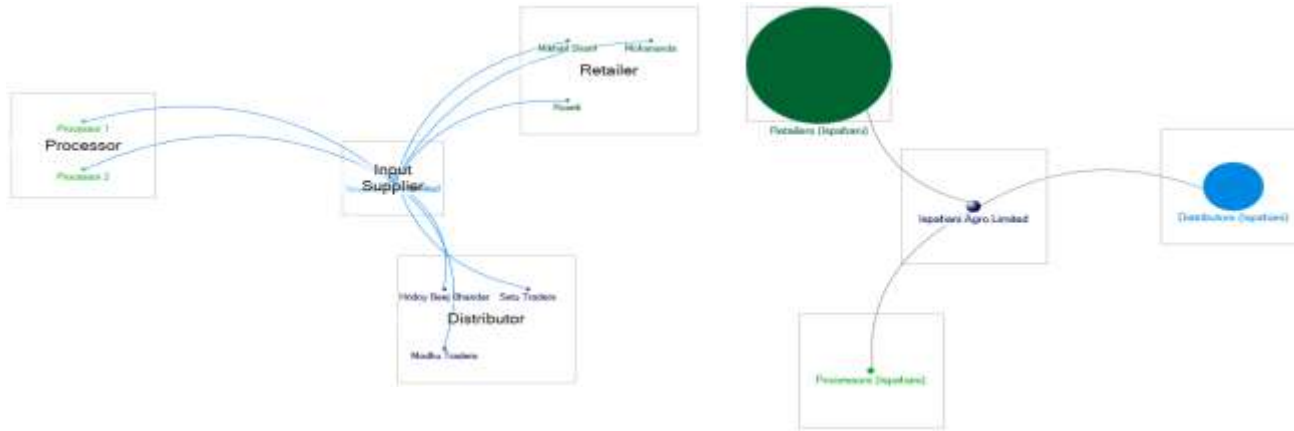
- With whom shall we work? (e.g. hubs, incubators)
- Where are the leverage points? (e.g. sectors, subnets)
- Facilitation or direct intervention?
- What is the potential for change?



example map (after)

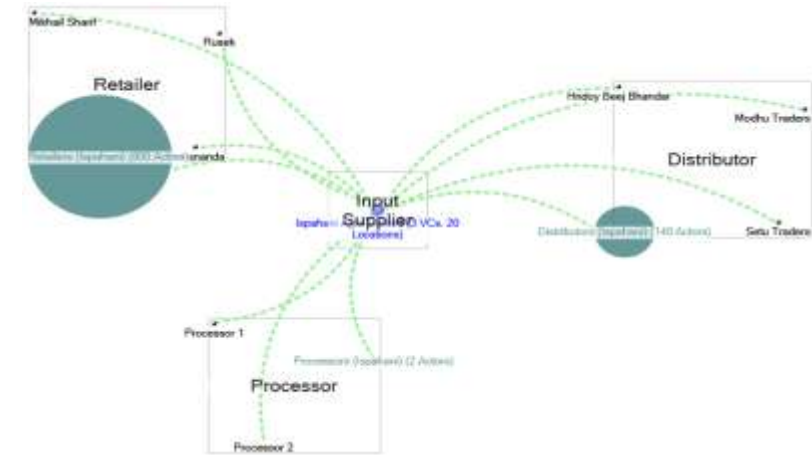
### **Helps measure outcomes of our interventions:**

- 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?



*Map – Grouped by VC Role,  
Colored by Group*

*Map – VC Actor Groups,  
Sized by Number of Relations*



*Map – Real Alters and Groups, Node Sized by  
Degree Score, Node Colored by Ego/Group/Alter,  
Edge type by Frequency of Communication, Edge  
color coded by Effectiveness of Communications*

## Observation (Baseline)

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**

FEED THE FUTURE BANGLADESH RICE AND DIVERSIFIED CROPS (RDC) ACTIVITY  
RESULT FRAMEWORK

**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

**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

**IR 1:**  
**INCREASED FARM PRODUCTIVITY IN RICE BASED CROPPING SYSTEMS**  
**EG.3-6,7,8:** Farmer's gross margin per hectare, per animal, per cage obtained with USG assistance (RAA)

**IR 2:**  
**INCREASED PARTICIPATION OF FARMERS AND OTHER ACTORS IN PROFITABLE MARKET SYSTEMS**  
**EG.3.2-19:** Value of small-holder incremental sales generated with USG assistance (RAA)

**SUB IR 1.1:**  
**INCREASED FARMER ACCESS TO AGRICULTURAL INPUTS AND SERVICES**  
**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  
**EG.3.2-17:** Number of farmers and others who have applied improved technologies or management practices with USG assistance

**SUB IR 1.2:**  
**INCREASED INTENSIFICATION OF RICE PRODUCTION**  
**C-2:** Increased (%) in rice yields  
**EG3.2-18:** Number of hectares of land under improved technologies or management practices with USG assistance

**SUB IR 1.3:**  
**INCREASED PRODUCTION OF HIGH VALUE CROPS**  
**EG3.2-18:** Number of hectares of land under improved technologies or management practices with USG assistance  
**C-8:** Increased in Volume of high value crops production

**SUB IR 2.1:**  
**INCREASED FARMER-UPSTREAM MARKET ACTOR BUSINESS PARTNERSHIP**  
**C-3:** Increased in volume of commercial procurement from the FtF Zone  
**C-7:** Increase (%) farmer share of last price value

**SUB IR 2.2:**  
**INNOVATIVE BUSINESS MODELS AND SERVICES ADOPTED BY VALUE CHAIN ACTORS**  
**C-4:** Value of private sector investment in the agriculture sector as a result of RDC partnership

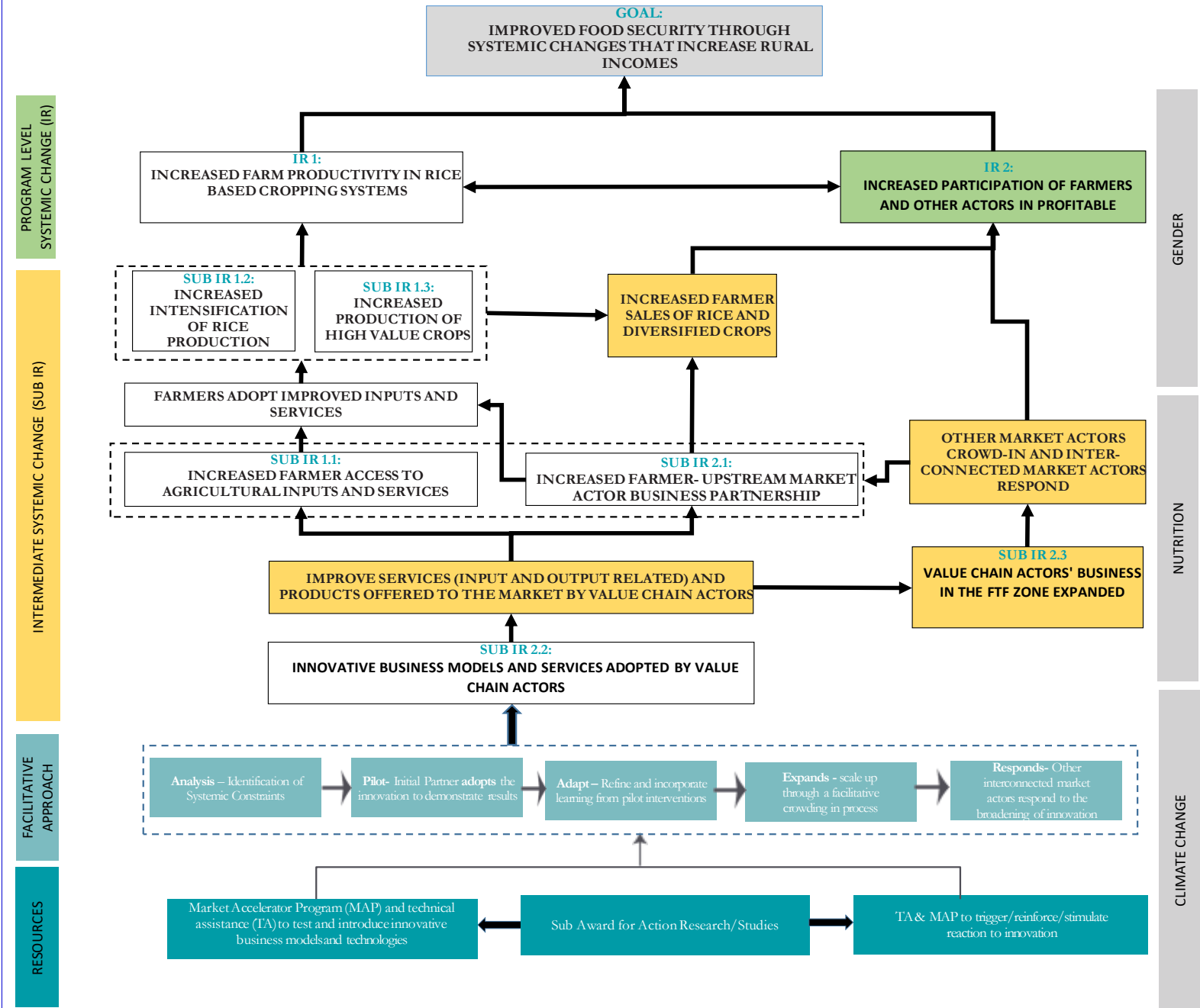
**SUB IR 2.3:**  
**VALUE CHAIN ACTORS' BUSINESS IN THE FTF ZONE EXPANDED**  
**C-5:** Increase (%) in geographic area reached by commercial outreach of production and post-harvest related inputs and services. Note-Upazila  
**C-6:** Increase (%) in geographical area of commercial procurement of rice and high value crops by collaborating companies in the FtF zone.

**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



FEED THE FUTURE BANGLADESH RICE AND DIVERSIFIED CROPS (RDC) ACTIVITY

THEORY OF CHANGE



# INTERVENTION RESULTS CHAIN

