



TEGEMEO INSTITUTE OF AGRICULTURAL
POLICY AND DEVELOPMENT

Monitoring, Learning and Evaluation (MLE) in the Agricultural sector- Role of Tegemeo Institute

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Outline:

- What is MLE?
- Emergence of MLE in the Agricultural Sector
- MLE Conceptual framework
- Importance of MLE in the Agricultural Sector
- Relevance of Tegemeo Institute- MLE in the Agricultural sector

What is MLE?



Monitoring refers to a systematic and continuous collection, analysis and use of information for the purpose of management, control and decision making. It ensures that the program/project is running on the right track/as planned.

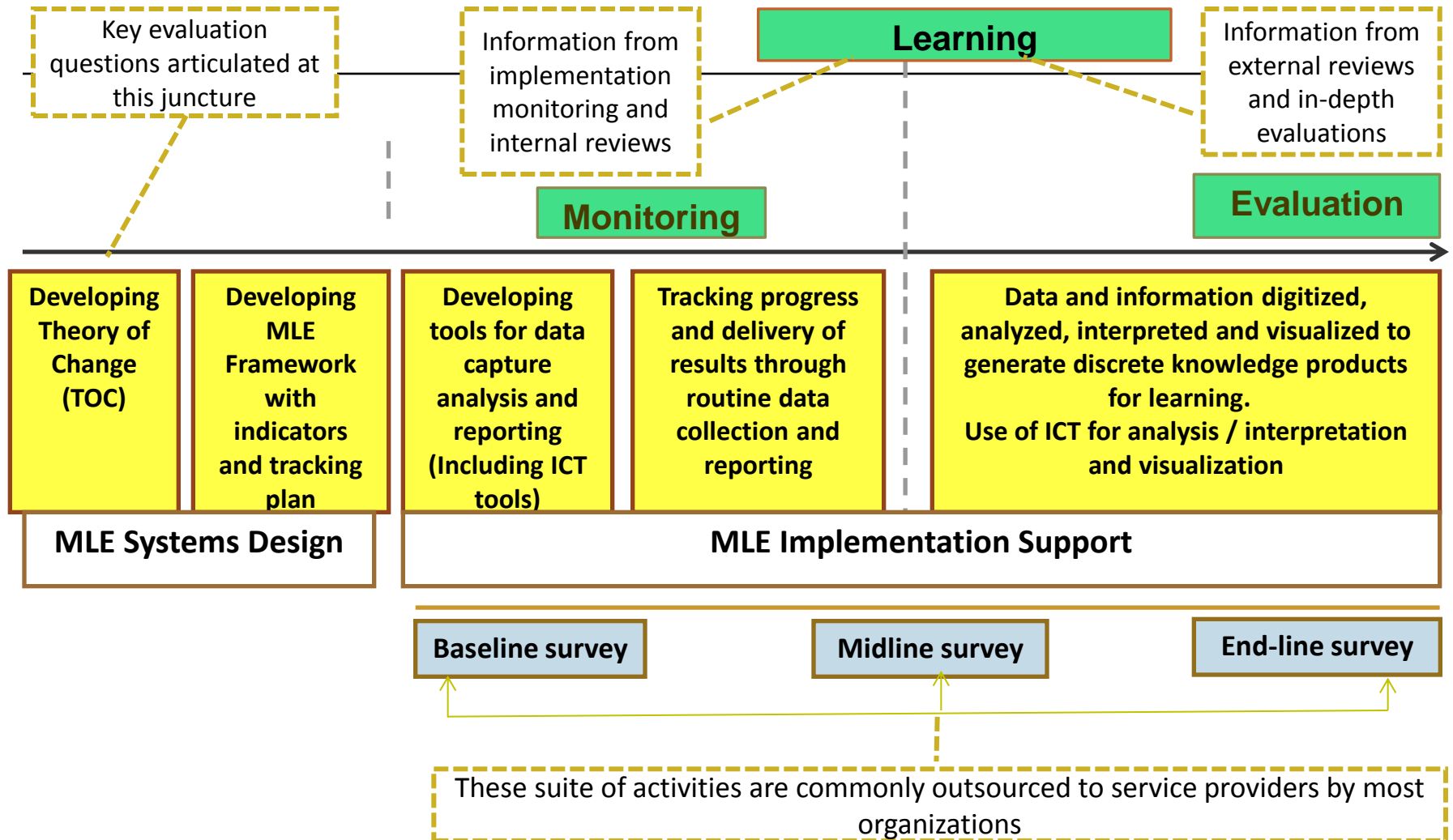
Learning is the continuous process of gathering key lessons from monitoring and implementation of the project interventions for further knowledge consumption and informing of subsequent actions. These could be both positive and negative lessons.

Evaluation is the systematic and objective assessment of project interventions in terms of impact, efficiency, effectiveness, relevance and sustainability.

Emergence of MLE in the Agricultural Sector

- ❑ In the 1970s, interest in Monitoring, Learning and Evaluation (MLE) was strictly project-based - the focus of interest was on the monitoring of inputs and outputs. (ReSAKSS Working Paper No. 24, 2008)
- ❑ The expansion from project to programme level support in the 1990's - set up of MLE units at sectoral level
- ❑ The focus turned to the beneficiaries, use of participatory approaches; which required better data and tools.
- ❑ Shift to Results-based management (RBM) - measuring of “results”
- ❑ New millennium, MLE became a key agent of agricultural development - not just a tool for policy-makers, donors and planners, but also beneficiaries, members of the public and to civil society- MLE system started to become a tool for promoting good governance and accountability.
- ❑ Demand for value for money (VFM), accountability, efficiency and results demonstration
- ❑ The Millennium Development Goals (MDGs) in 2000 and SDGs in 2015 respectively.

Conceptual framework for MLE





Importance of MLE in the Agricultural sector

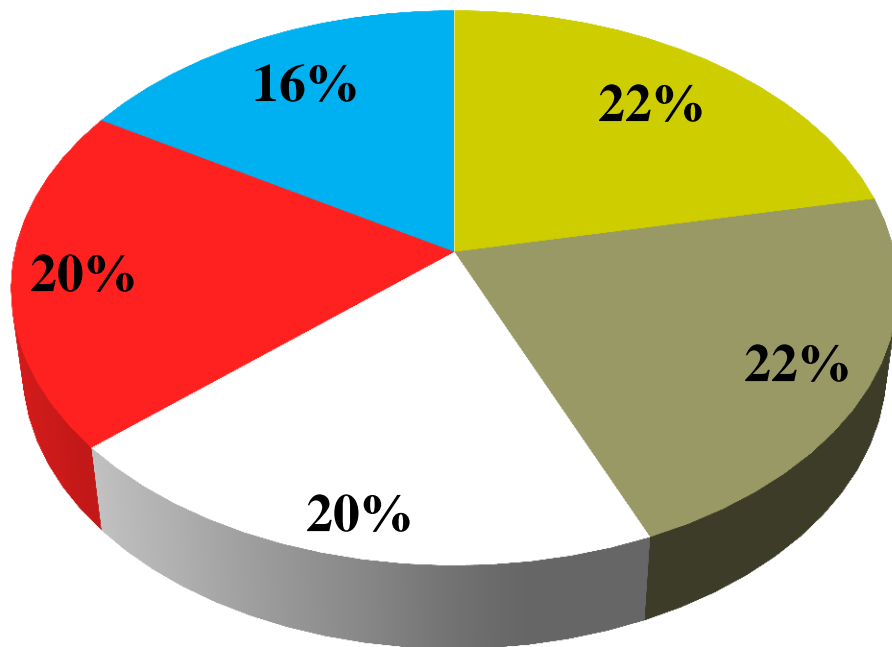
- ❑ MLE is used for **new project identification, programming, and roll out.**
- ❑ It is the heart of **‘managing impact’; managing adaption** so that the project is more likely to achieve its intended outcomes and impacts
- ❑ MLE informs project management of whether **implementation is going as planned** or **corrective action** is needed.
- ❑ MLE results guide **effective decision making -resource allocation** in project management. It also helps to answer questions related to relevance, effectiveness, efficiency, impact and sustainability of the project processes, policies and programs.

Importance of MLE in the Agricultural sector...cont'd

- It is a **basis for accountability and reporting.**
- It supports **tracking agricultural sector performance** (crops, livestock, fisheries and forestry) **and country specific performance.** The review also diagnoses the constraints limiting accelerated agricultural growth in each country; and hence informing design of country specific interventions for agricultural development.
- **Supporting Policy Dialogue and Debate.** MLE reports provide evidence-based policy implications and recommendations.
- **Raising stakeholder awareness, identifying stakeholder contribution and participation.**
- **Basis for learning** by staff, management and beneficiaries

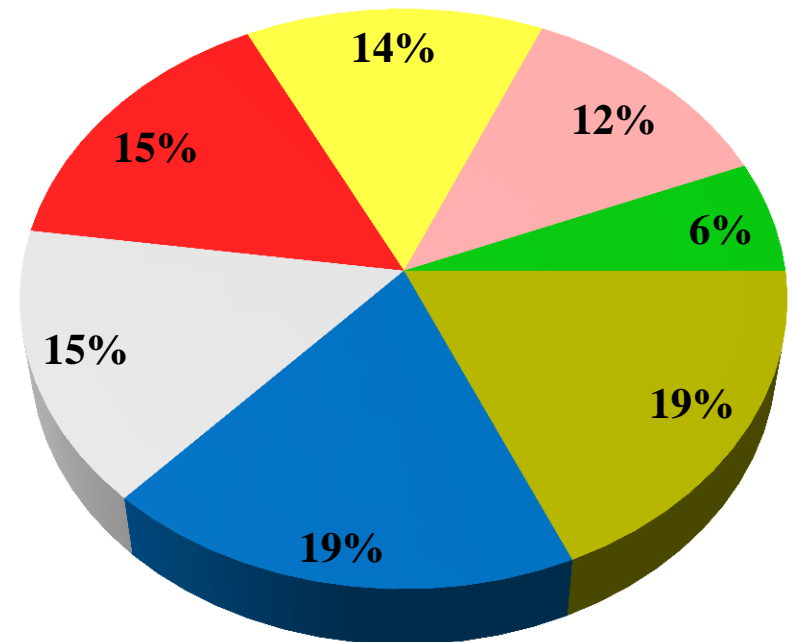
How MLE is used in the agricultural sector: Kenyan case study

Type of Indicators Generated



- Output indicators
- Outcome indicators
- Input indicators
- Impact indicators
- Intermediary outcome indicators

Use of Indicators



- Presentation to Donors
- Inform decision making for project/program mgt
- Planning
- Dissemination to stakeholders
- Restructuring
- Repackaging to briefs and brochures
- Procurement



MLE Assignments in the Agricultural Sector by Tegemeo Institute

- Impact evaluation – Both experimental and quasi-experimental (ex-post)
- External evaluations
- Monitoring and tracking changes in key indicators
- Baseline studies



Monitoring and Tracking Changes in the Agricultural Sector

- Developed a **13 year panel dataset** on rural households for the years 1997, 1998, 2000, 2002, 2004, 2007 and 2010. Data collection for this process covers 1,540 households over Agro Ecological Zones covering 24 districts, 9 agro-regional zones in Kenya.
- In 2014, we started a **NEW panel** on rural households, to continue its work on monitoring the trends on key agricultural indicators. Cuts across 38 counties in seven agro-ecological zones, and consists of 7,000 households. The first wave collected in July-September in 2014
- Under TAPRA I, monitored trends in **urban consumption and expenditure patterns** for high value crops, beef, dairy and consumption of staple food (2005 and 2008)



Support to programmes and projects by development agencies

- Institute **monitoring/tracking changes** in outcomes under the Agricultural sector for **USAID's Feed the Future Initiative**

- **Monitored key indicators for USAID supported** programmes in the Agricultural sector under the Strategic Objective 7 (SO7) (2007 – 2010).

- Also, in collaboration with MSU, evaluating the **impact of the USAID supported programmes** using quasi-experimental approaches
 - **Under USAID's Title 11 project** (2001- 2007), monitored income component



Evaluations using experimental approaches

- Evaluating the **impact of seed promotion** strategies in Uganda (2014 – 2017) - in collaboration with researchers from Makerere and Wageningen Universities (an RCT)
- In collaboration with UC Davis, carrying out a **field experiment to evaluate uptake** of a new technology for maize production in mid altitude areas in Kenya (2013 – 2016)



Impact – ex-post

- Evaluated the impact of **coffee certification** initiatives on Kenyan smallholder coffee farmers. Quasi-experimental methods - collaboration with Radboud University, the Netherlands
- External evaluation of the **Great Lakes Cassava Initiative** in Tanzania and Rwanda (2012)



Baseline Studies

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- A gender disaggregated baseline survey (4,500 HH for the Kenya Agricultural Productivity and Agribusiness Project (**KAPAP**) – in 2011
 - Baseline for the Kenya Agricultural Productivity Programme (**KAPP**) – 2006
 - Designed the baseline study for **AGRA** and harmonized the instruments for use in 13 African countries (2010)
 - For the **Rockefeller Foundation**, baseline for their interventions in western Kenya.

Baseline studies...cont'd

- Designed and coordinated a baseline (over 6,000 households) for monitoring and evaluation of a **Coffee Initiative** program in Kenya, Tanzania and Rwanda
- For the World Economic Forum under the **Business Alliance Against Chronic Hunger (BAACH)**, a baseline study for monitoring farm level and business level interventions (2008)

Some of Tegemeo clients - MLE Agricultural sector

BILL & MELINDA
GATES *foundation*



THE
ROCKEFELLER
FOUNDATION



MoALF



Motivation- Tegemeo MLE Unit Formation

With increasing demand for MLE services, the institute has established an MLE unit. The unit aims at strengthening Tegemeo institute to become an important regional hub for MLE primarily focusing on;

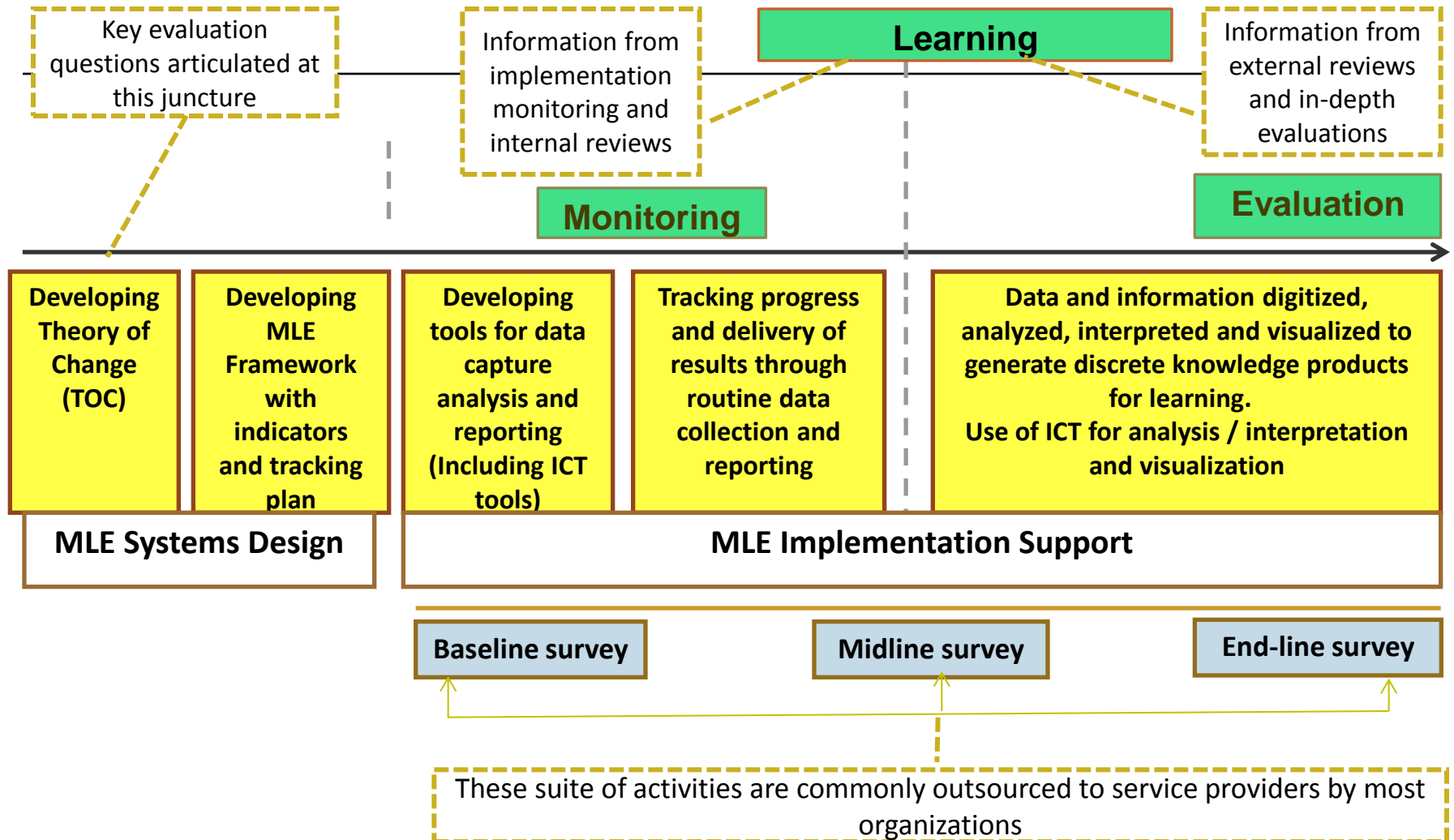
- I. Having a team to lead in delivery of MLE assignments supplemented with contributions from:
 - Institute's current team
 - External Expertise
 - Institutions (Academic, Research) e.g. Ag. Econ Department of Egerton University
 - Professional bodies
 - Regional partners



MLE Unit

- To satisfactorily meet the high and increasing demand for its MLE services (i.e. relevance, efficiency and quality of MLE Services), currently the unit is:
 - Re-evaluating and re-designing its model for delivery of these services.
 - Enhancing capacities in Monitoring, Learning and Evaluation (MLE)
 - Unit dedicated to the provision of Monitoring, Learning and Evaluation services in the agriculture, food and rural sectors
 - Building strategic partnerships in the region
 - ICT- Based MLE - innovative and cutting edge technology

Conceptual framework for MLE





Going Forward

- Leverage analytical capacities and good name in policy research,
- Strengthen Institute's support to agricultural development
 - identifying interventions/policies, programs, projects or development approaches which deliver better results and outcomes, and ultimately change lives



Food for Thought-The power of measuring results...

- ❑ If you do not measure results, you can not tell success from failure
- ❑ If you can not see success, you can not reward it
- ❑ If you can not reward success, you are probably rewarding failure
- ❑ If you can not see success, you can not learn from it
- ❑ If you can not recognize failure, you can not correct it
- ❑ If you can demonstrate results, you can win public support

Thank you!