

SSA Challenge Program: Lake Kivu Pilot Learning Site

Highlights, Updates, Observations and Comments on the Ended Reviews

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Highlights, Updates, Observations and Comments on the Ended Reviews
Presented at the Cross-Site Regional Review & Writeshop Meeting of LKPLS,
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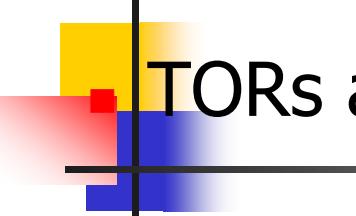
Background

- As projects implementations are completed, they are expected to have been evaluated or reviewed toward attainment of their:
 - Processes
 - Milestones
 - Outputs
 - Outcomes, and
 - Impacts
- Usually it is normal to evaluate projects at various stages:
 - *ex ante*,
 - during (mid-term),
 - **end**, and
 - *post ante*

Background ...

- The research phase of SSACP was coming to an end, during its 3rd yr of implementation this yr (2010)
- The Independent Science and Partnerships Council (SC) of the CGIAR had planned for an external review of the SSACP this final yr in order to:
 - Learn lessons that could feed into the new Mega Programs
- Hence FARA had to prepare for this important exercise
- To do this, FARA commissioned a strategic internal review mechanism with specific objectives

The Internal Review



TORs and/or Objectives were to:

- Find out unforeseen constraints that could have hindered the SSACP from achieving its goals at different implementation levels
- Analyse progress made to date by selected projects according to their milestones as specified in the MTP:
 - Evidence for proof of concept of IAR4D (does IAR4D work with impacts!)
 - Can IAR4D deliver > benefits to end users than conventional approaches
 - Is concept replicable outside test areas (PLS)?
- Evaluate need for reorientation of programme coordination at different levels for the future, and
- Prepare and create materials for the on-coming SC external review (**a rehearsal**).

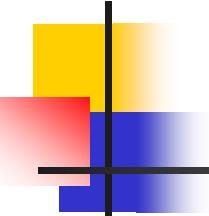
Objectives...

Clearly

- Pick out lessons learnt (good ones to be replicated; bad ones not to be repeated in the future)
- Isolate what will work well in the future
- Synthesize options for the future in terms of partnerships, capacity building, and science, i.e. future scenarios or **exit strategies**.

- Internal reviewers came to LKPLS for 5 days effective
Monday July 26 to Friday July 30 2010.

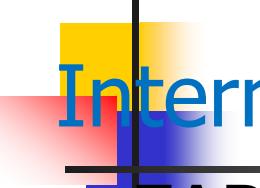
Conclusions



Internal reviewers' own assessment

1. IAR4D and IPs are invaluable approaches that are generating technical, institutional, marketing and local policy innovations for end users
2. Bringing together of local actors who often never met is an essential component of capacity building for the long term & building farmer capacity & confidence to demand research.

Recommendations

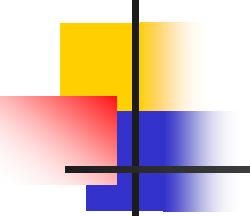


Internal reviewers recommended 4 scenarios:

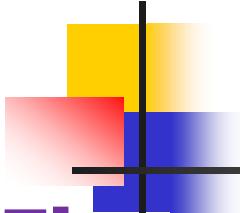
1. FARA documents and promotes IAR4D success stories using as many communication channels as possible
2. FARA secures funding for continuation of present program for another two years to:
 - Consolidate capacity strengthening of partners, and
 - Allow scaling up of activities

→ As a preparatory phase for a major expansion

Recommendations ...

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3. As support to existing IPs continues, FARA should make funds available for
 - cross-site exposure visits, and
 - provide training for a core of IP facilitators that can play a major role in any expansion
 4. SSA CP closes as a CGIAR CP and :
 - the IP concept & practices mainstreamed with other key regional agricultural development programmes supporting those of CAADP.

Exit strategies



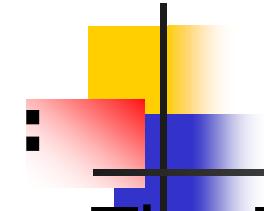
Five scenarios were proposed as:

1. FARA seeks additional funding for continuation of the present PLS IPs for a further 1-2 yrs as a preparatory phase for scenario 2
2. SSACP closes as a CGIAR CP & an IAR4D innovations systems and IP concept & practices mainstreamed with other key regional agricultural development programs such as CAADP (Comprehensive African Agricultural Development Program)

Exit strategies ...

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3. SSACP continues as a CGIAR programme implemented by FARA, but with reduced emphasis on 'proof of concept' activities
 4. SSACP is merged with the CGIAR Mega Program
 5. SSACP closes and the IPs not promoted – **the worst case scenario.**

The External Review TORs and/or Objectives

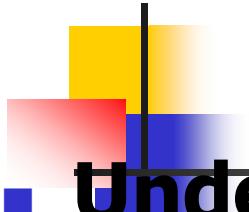


- The External reviewers came to LKPLS and conducted their activities for **10 days** effective Thursday Sept 09 to Saturday Sept 18 2010

The major TORs / objectives included:

- Finding **evidence for 'Proof of concept'** in terms of:
 - Whether all involved partners have a common understanding (CU) of what IAR4D is all about – concepts & practices
 - Any tangible impacts, outcomes? – including **change of mind sets!**

Objectives ...

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- **Understand the processes of actualising the IAR4D concept:**
 - Wanted to know from involved stakeholders what were the processes of actualizing the IAR4D concept
 - How was IAR4D actualized on sites?
 - IP formation and operationalisation
 - Partnerships
 - Bring them on board
 - Their roles and responsibilities (costs & benefits)
 - Sustainability and existing of partners

Objectives ...

- Wanted to know whether **IAR4D mechanisms are replicable outside test areas (the PLS)?**
 - Can IAR4D be up-scaled up and out?
 - What are the indications for this?
- **Know our current status (where we are) and our thoughts for the future**
 - Exactly where were we currently?, and
 - What were our expectations for the future?

Objectives ...

- **Also wanted to know & understand:**
 - The governance, management, & financing used in the program
- **Finally wanted to understand the** Methodology / Design of the research:
 - Currently on-going debate as to whether the methodology called '**randomized control trial (RCT)**' design used for the implementation of IAR4D research would effectively test the three given hypotheses.

Objectives ...

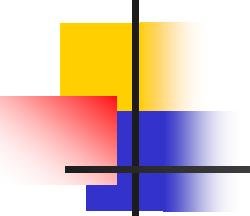
- A review or critique of the methodology was commissioned by the SC
- Undertaken by Professors Alain de Janvry & Elisabeth Sadoulet of the University of California at Berkeley
- Whatever is agreed on will form part of the final report by the external reviewers.
- **In summary, the external reviewers** focused on three principal areas:
 - Overall effectiveness of IAR4D with a SSA context,
 - Validity of the research design in the 'proof of concept' of IAR4D, and
 - Governance, management, and finances of the SSA-CP.

Preliminary outcomes: conclusion

The external review panel based their conclusion on:

- meetings with over ½ of the IPs visited
- a review of the progress on:
 - markets,
 - productivity and
 - NRM
 - made in each of the platforms
- the observed
 - cohesiveness of the platforms, and
 - the ownership by farmers of the platforms

Preliminary conclusions ...



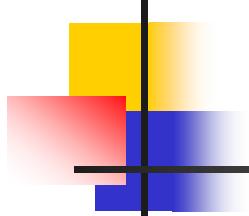
- The M&E system was found fully in place
- But its implementation was lagging behind IAR4D implementation
- More robust measurements of the M&E dimensions will not be available for another year
- Initial analysis of preliminary impact in the LKPLS suggested **declines in poverty rates in the IAR4D villages**, even after only 3 years of operation

Preliminary Findings

Evaluation of the Research Plan on Proof of Concept of IAR4D:

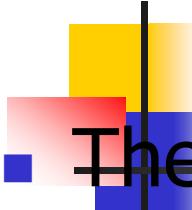
- A sophisticated randomized control trial (RCT) design was imposed on the implementation of IAR4D
- RCT is relatively new methodology in impact assessment, esp. in agric. research
- By 2007 RCT had not been applied at significant scale even within the CGIAR
- There was thus a learning process involved in the implementation of the RCT approach within the SSA-CP.

Preliminary Findings ...



- The RCT research design was intended to address three principal research questions or hypotheses
- The panel's review of the research design suggests that only one of those questions can be adequately assessed:
 - Does the IAR4D approach work and can it generate impact?

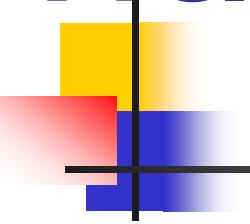
Preliminary Findings ...

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- The panel thus concluded preliminarily that 3-year time frame was not sufficiently long to provide an adequate test of the principal research question
 - This was particularly so given that:
 - implementation methods had to be worked out as the program progressed
 - the nature of both NRM and market intervention
 - to consolidate the (IPs) at an LGA scale requires longer time frames

Preliminary Findings ...

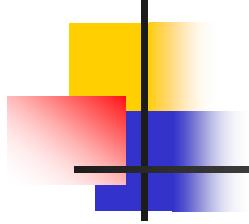
- The principal rationale for the extension is to effectively:
 - complete the research phase, and
 - build in a transition component to a succeeding phase, for which the review will develop different scenarios.
- To conclude the SSA-CP at this point would essentially result in loss of significant amount of learning without any path to a next phase.

Preliminary Findings ...



- Governance, Management & Finances
 - The mid-term Δ in governance structure from a steering committee → oversight by FARA did not radically Δ oversight
 - Moreover, the $\Delta \downarrow$ administrative costs of governance of the SSA-CP.
 - Management costs have been kept at a sufficient minimum, without undermining the effectiveness of program implementation.

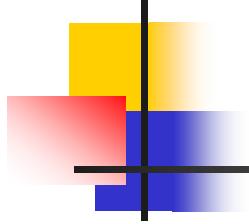
Preliminary Findings ...



- The panel also noted significant staff turnover in many parts of the SSA-CP
 - particularly in staff seconded by some partners, including some CGIAR Centers
 - due to circumstances only partially-related to the SSA-CP

Preliminary Findings ...

- An independent financial review was undertaken for the review panel and shows that financial mgt of the SSA-CP funds:
 - has improved in recent years
 - is generally satisfactory at present, and
 - further improvements on some aspects are ongoing or are planned.



End of PPT

Thank You

ALL