



Monitoring & Evaluation

An Industry View

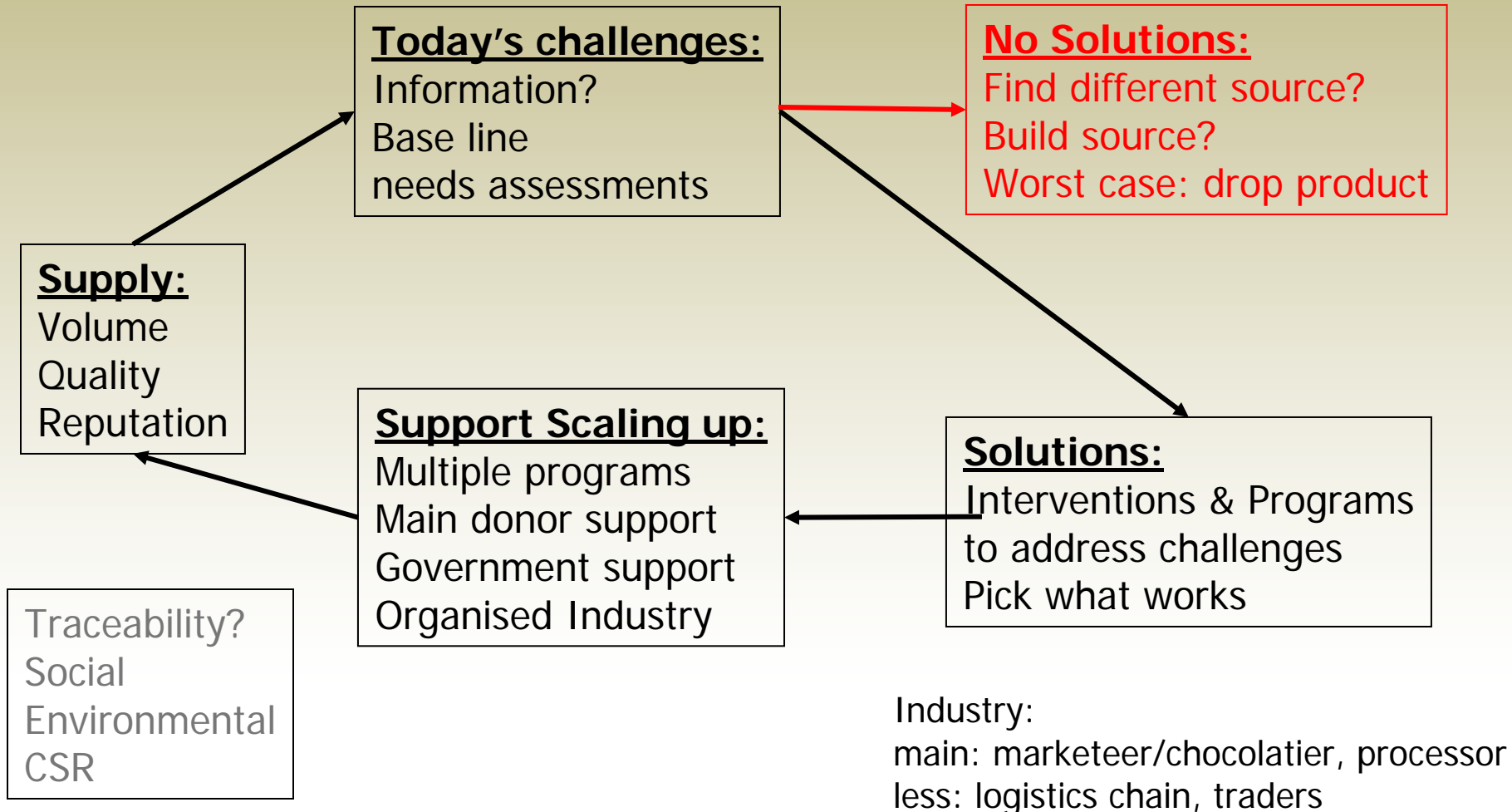
Peter van Grinsven
Manager, Sustainable Cocoa Supply, Mars Incorporated
Bogor, February 19th, 2008



M&E - Why is it important to 'Industry'*



- Industry plans for future based on data/info (M&E)





M&E - Why.. an industry view



- Industry often works (in partnerships) on projects and programs to address problems, and to make necessary changes
- We spend time & money and we risk our reputation on these projects, and we want to make sure that:
 - we address the challenges we need to address - focus
 - we make changes for improvements, and we must avoid (un-intentional) negative impacts
 - we execute projects as efficiently and impact-full as possible
- A project without good Monitoring & Evaluation cannot answer to the needs as stated above..... And won't get support

(note: few industry organisations have M&E specialists, which means good communication of M&E is important for industry too)



M&E - used for what? an industry view



- M&E standard tool for decision making for Industry
- in projects, M&E needs to answer questions we have
 - for use within program/activity for learning and optimisation
 - for use with other audiences such as customers (i.e. farmers), implementers, project partners, donors, governments...
- M&E needs to demonstrate impact, output
 - challenge: different stakeholders have (slightly) different needs and sometimes very different objectives and/or criteria of success
- M&E needs to be efficient and correct
 - 'false' information has quick and severe repercussions
- We want to compare results and choose
 - between projects and programs that address similar challenges, to understand which approach works best for which challenge



M&E - must be part of project an industry view



You only know what you need to monitor and evaluate when you know what changes you want to make

- you need to know the situation before you start (base line)
 - you need to understand how to measure the change
 - **direct or indirect measurements?**
 - You need to measure against milestones or benchmarks
 - You need to be able to introduce the learnings in the project
-
- **You need to think about your M&E as a driver of success, not as a ‘reporting need’**



M&E - Industry needs

Is it really different?



- Industry needs in projects
 - clear objectives, measurements and metrics
 - clear benchmarks/milestones
 - demonstration and verification of success (M&E)
 - scalability, sustainability
 - and FOCUS on key issues
 - * Question: is this so different?
- Industry will not (continue to) support activities that do not address the targeted problems, and industry does not have a ‘public responsibility’
 - * Question: is this good or bad?



Example of power of M&E

- FFS for cocoa were developed in Asia but brought to West Africa for an industry-led cocoa program
- FFS Now standard practice in many countries
 - Accepted by many organisations
 - lots of local adoption work going on
- Why: M&E information on FFS in Asia demonstrated success

Do you know other examples?



M&E - practical challenges an industry view



- M&E practical points:
 - How much detail is needed?
 - Enough only for ‘top line’ conclusions?
 - Enough to understand what/why are the drivers of change?
 - As much detail as possible?
 - How much time/effort do we put in M&E
 - depending on budget?
 - Depending on reporting needs?
 - As much as it takes to deliver ‘level of detail needed’?
 - What to report and to whom?
 - On a ‘need to know’ basis?
 - Everything?
 - Is there a link between M&E level of detail and reporting?
 - What if results are negative? Other “What if”?

M&E - need to report?

An industry view



Part I: Technical bulletins for trainers

Part II: Discovery learning exercises

Part III: Guides for implementing field activities

Black pod disease
Swollen shoot virus
Mirids
Stem borer
Termites
Rodents
Mistletoe
Rational pesticide use
Farm maintenance
Pruning
Farm sanitation
Applying fertilizer to
Rehabilitating, rege
Harvesting, pod stor
Fermentation
Child labour in cocoa

All activities mentioned here, have been subject to M&E to determine:

- the effect and impact of the intervention
- the adoption rate by farmers

And information was aggregated for 'total impact'

But who wants to/needs to know the details?

Discussion:

- details not needed?
- only summary of outcome of M&E needed?
- all details are important?
- different details for different users?

The use of sharp farm tools by children in cocoa cropping activities
Raising awareness about HIV/AIDS
HIV/AIDS risk map

Challenge in 'strange' M&E results...



Participation rates of children living in household of :

Activity	FFS-trained farmer	Control farmer	Probability
Machete clearing			
6 to 8 years	8.90%	3.90%	0.252
9 to 11 years	17.30%	21.20%	0.596
12 to 14 years	29.30%	47.70%	0.013
All cohorts	17.30%	26.50%	0.012
Pesticide Application			
6 to 8 years	3.70%	2.00%	0.548
9 to 11 years	4.50%	9.10%	0.283
12 to 14 years	3.40%	10.80%	0.048
All cohorts	3.70%	7.20%	0.076
Heavy Load Transport			
6 to 8 years	14.10%	13.70%	0.951
9 to 11 years	33.30%	33.30%	1
12 to 14 years	47.40%	67.70%	0.009
All cohorts	30.10%	41.40%	0.008
No Participation in Tasks			
6 to 8 years	83.70%	82.40%	0.825
9 to 11 years	62.80%	54.50%	0.375
12 to 14 years	44.80%	27.70%	0.023
All cohorts	65.30%	53.00%	0.005

Challenge in ambiguous M&E results...



Participation rates of children living in household of :

Activity	FFS-trained farmer	Control farmer	Probability
Machete clearing			
6 to 8 years	8.90%	3.90%	0.252
9 to 11 years	17.60%	14.00%	0.500
12 to 14 years			
All cohorts			
Pesticide Application			
6 to 8 years	2.70%	2.00%	0.549
9 to 11 years			
12 to 14 years	47.40%	67.70%	0.009
All cohorts	30.10%	41.40%	0.008
No Participation in Tasks			
6 to 8 years	83.70%	82.40%	0.825
9 to 11 years			
12 to 14 years			
All cohorts			

Comparing age cohorts for 6 - 8 hrs old:
After training, more children working in farms?

Question:
should these data be presented?
If not, does that violate 'transparency'?

Adding up age cohorts for 6 - 8 hrs old
16.3% for all tasks in FFS vs 17.6% in control
but individual tasks in FFS much higher?



M&E - some conclusions

- M&E is important - but only correct and relevant information
- Information should be clear and unambiguous
- M&E needs to be part of the design of a project

- Industry needs M&E - the needs are not really 'different' than for different stakeholders. But Industry may react differently on M&E results... therefore, focus on activity and presentation!

- M&E needs to be managed by professionals to 'cover all the bases', including good communication with 'customers'
- There are 'general M&E practices' that must be followed - and there are some M&E issues that require specialist understanding of the industry - but within general descriptors...



And the importance of this workshop?



- We need 'standardised' descriptions of Output and Outcome of projects to understand alignment opportunities
- We need 'standardised' M&E to describe the above, and we need 'standardised' M&E to measure and compare programs