

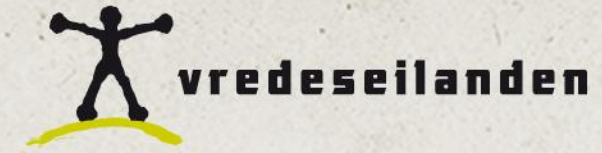
Planning, Learning & Accountability System



6-9 February 2012

OM Lab, Beirut

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MISSION of VREDESEILANDEN (VECO)

Vredeseilanden wants to contribute to **viable livelihoods and empowerment of organised family farmers**, male and female, in South and North through **value chain development**.

Sustainable Agriculture Chain Development

Four strategic objectives

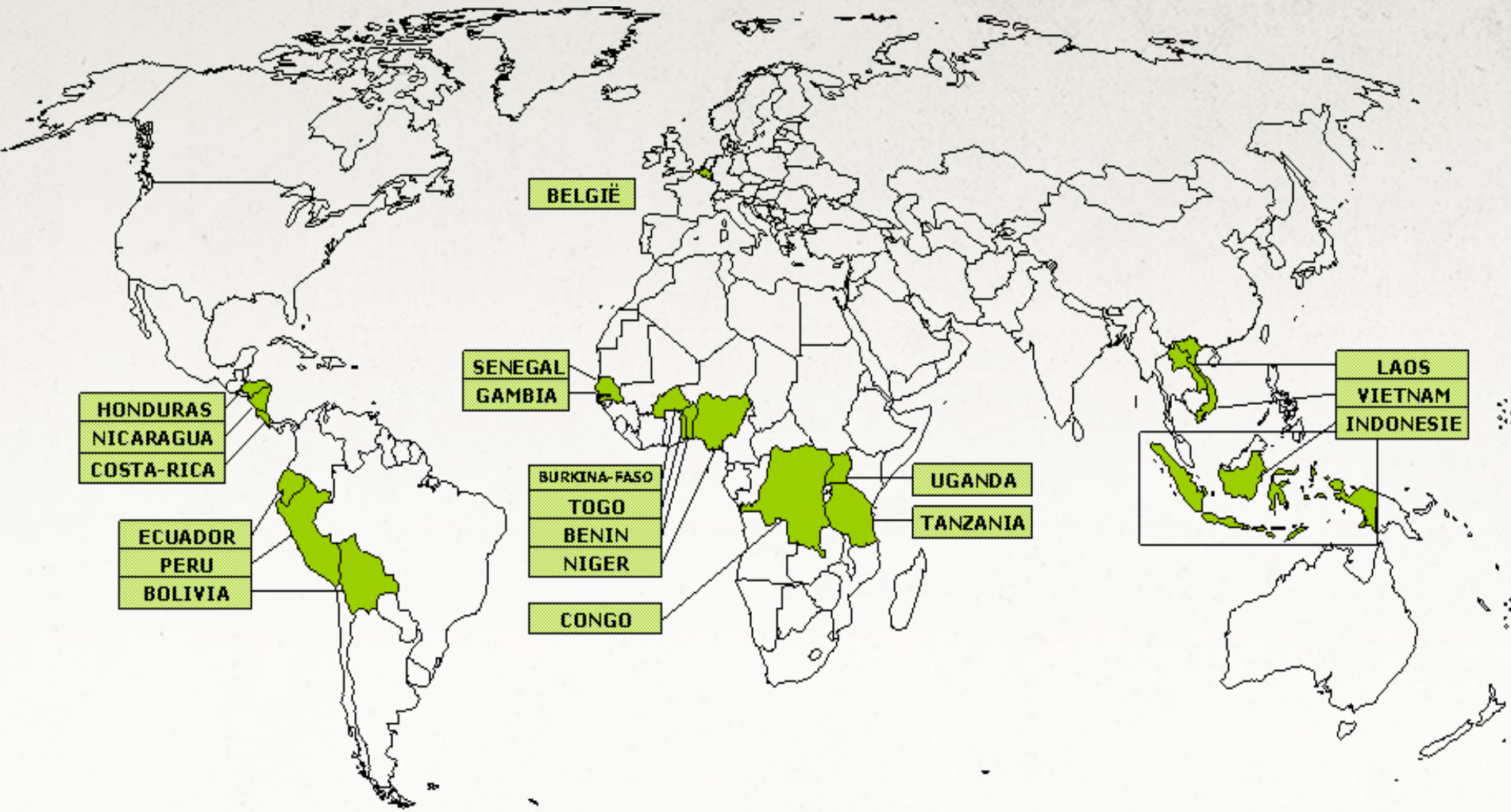
1. Setting up **innovative experiments** (pilots) to enhance the inclusion of small-scale family farmers in sustainable agricultural chains
2. **Use evidence** from these experiments to **stimulate an enabling** (institutional and policy) **environment** for these chains to thrive and to scale-up positive results
3. Influence **consumer behaviour** in favour of sustainable products of the chains we work on
4. **Learning from practice** and others

Vredeseilanden Programme 2008-2013

- Emphasis on the strategic importance of **organisational and institutional learning** for the management of its chain development programmes & building expertise
- VE chose to develop and apply a more learning-oriented planning and M&E system
 - > use of **Outcome Mapping** as key element in the design
 - > development **Planning, Learning & Accountability system**

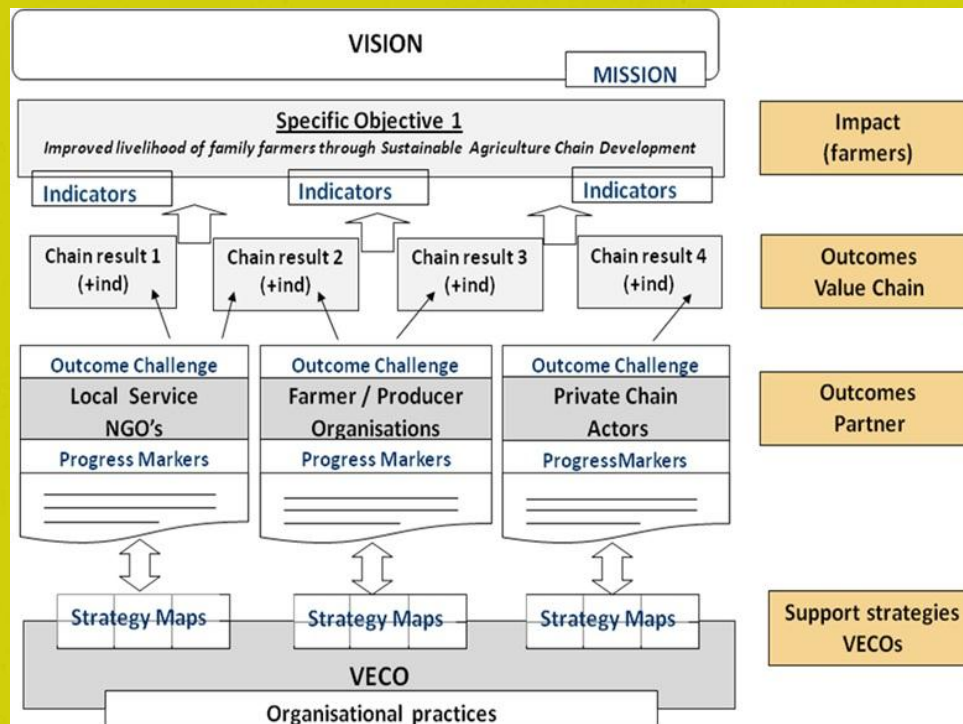


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INTENTIONAL DESIGN

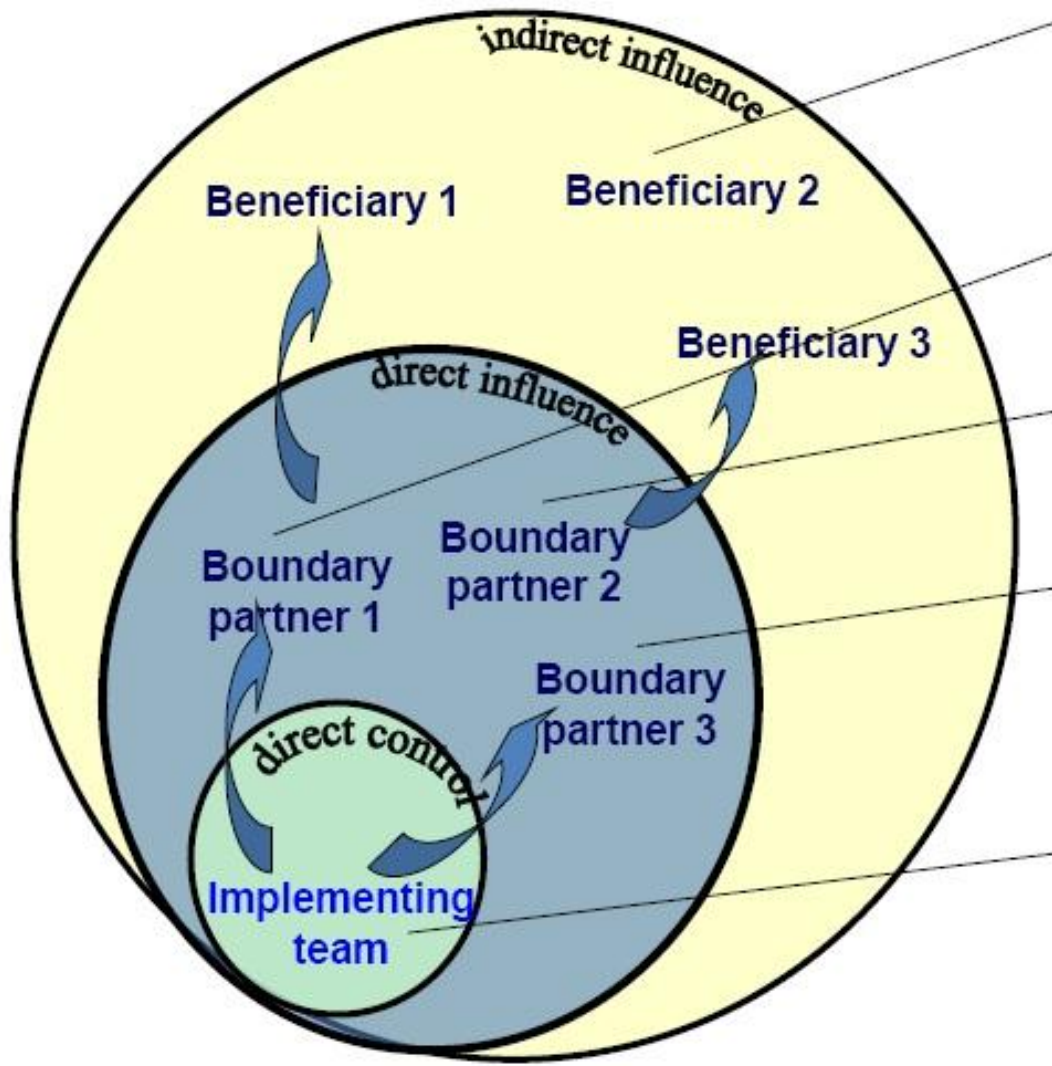
Chain Intervention Framework



Sphere of interest

Sphere of influence

Sphere of control



Family Farmers

Service NGO's

Farmer Organisations

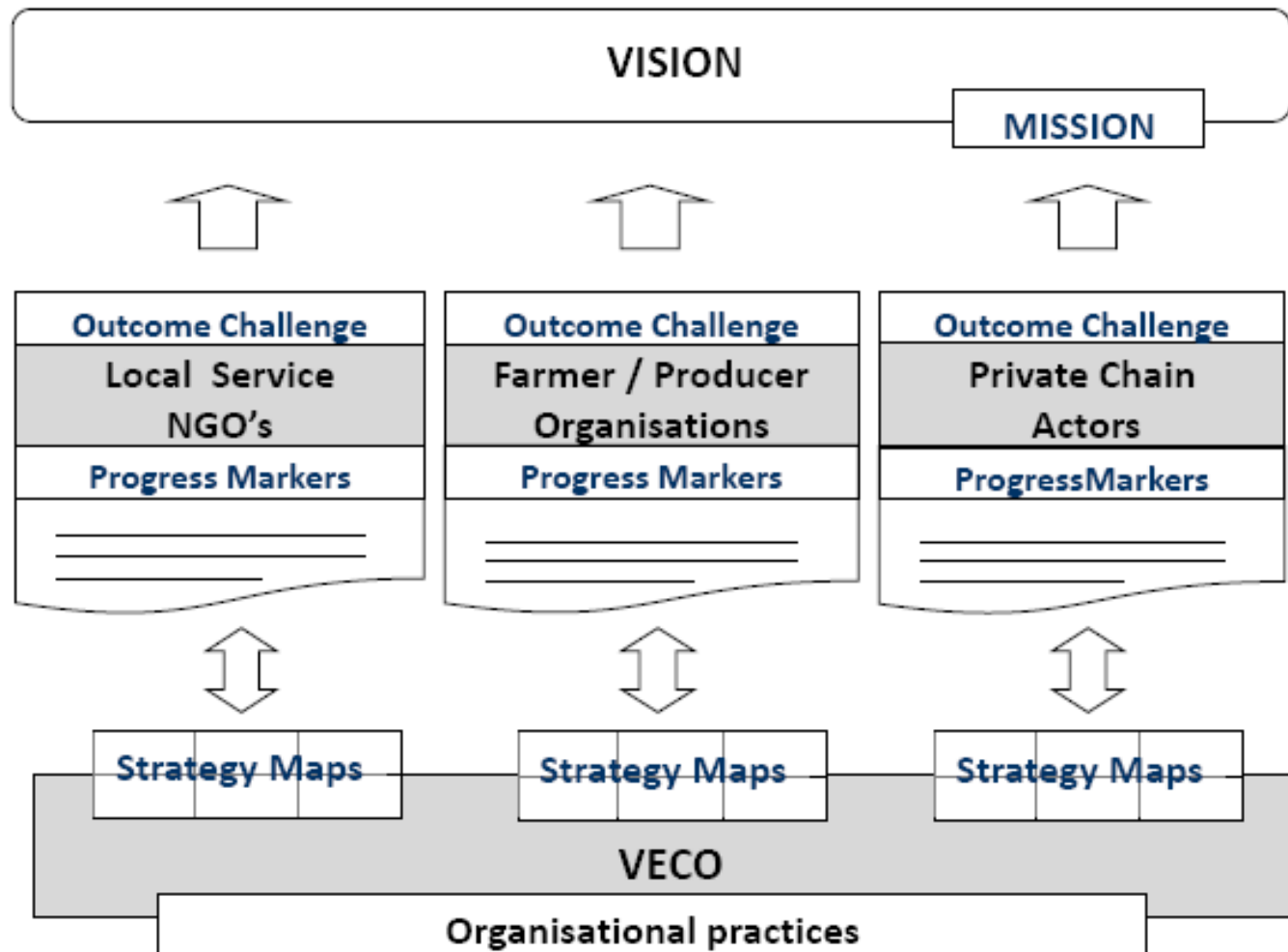
Private Chain Actors

VECO

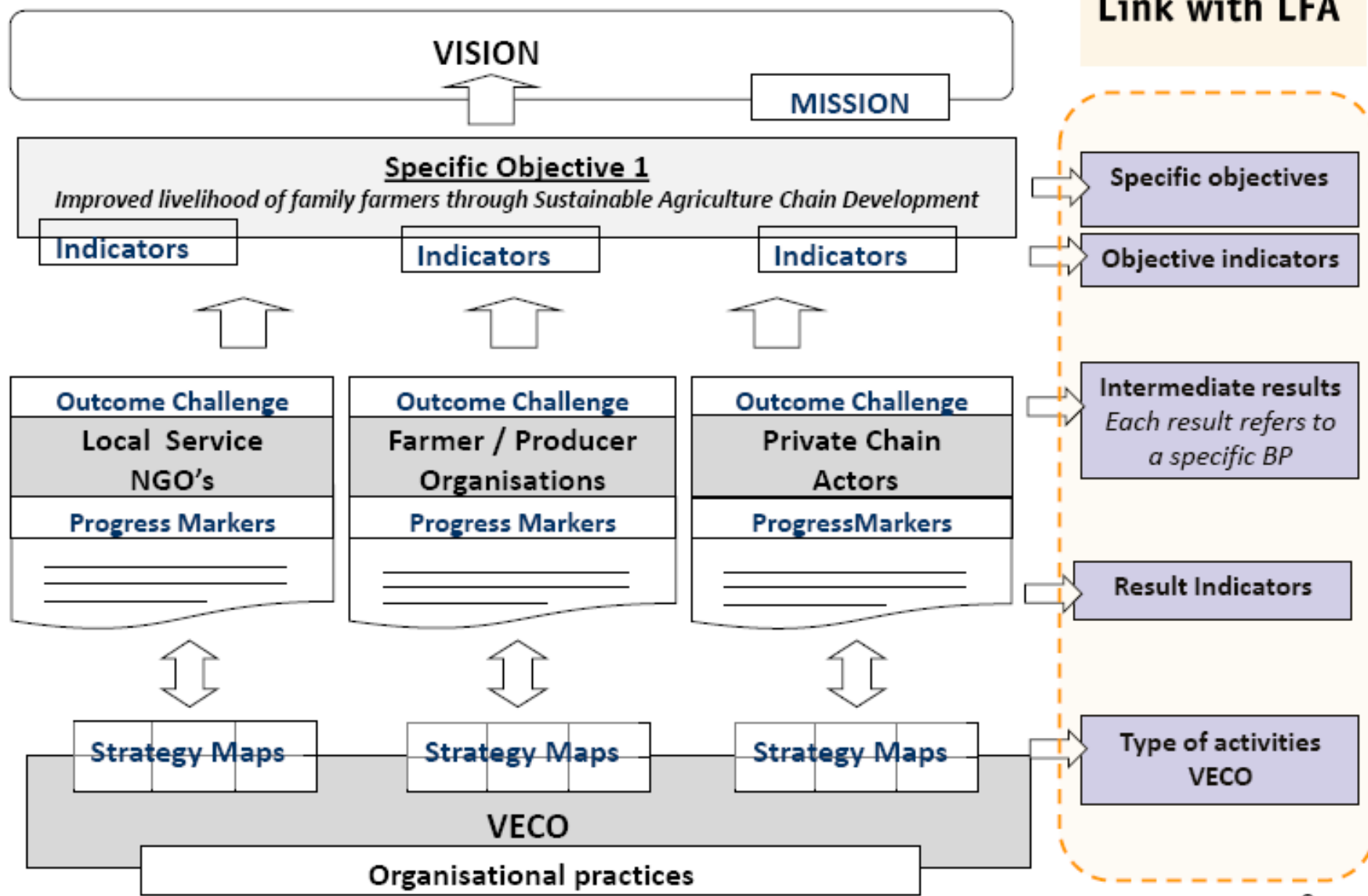
The start: Intentional Design VECO programme (à la Outcome Mapping)



outcome
mapping

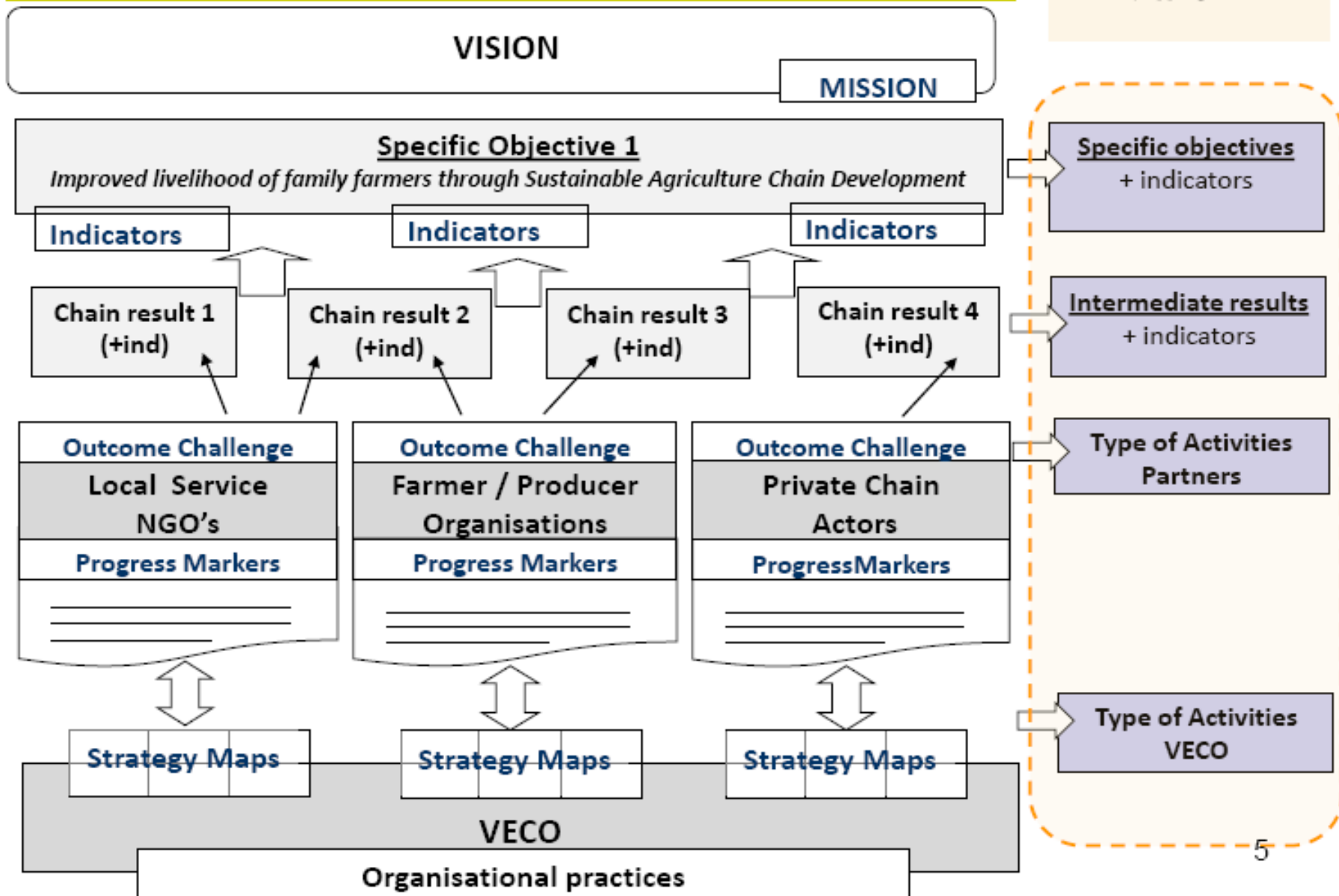


Programme framework VECO's programme 2008-2010



Programme Framework VECO's programme 2011-2013: Chain Intervention Framework

Link with LFA



Adaptations to OM

- Use **expect, like and love to see** to develop PMs, but not for the ongoing monitoring
- From standard PMs to tailor made PMs or each BP (per value chain)
- 4 standard **progress markers** for all commercial farmer organisations to keep track of the capacity development as business organisations
- 9 categories of **strategy maps** for supporting value chain programmes
- Use of an OC and PM to describe the **organisational practices**

PLANNING, LEARNING & ACCOUNTABILITY SYSTEM

**Systematic data collection, sense-making and
documentation process**

that supports

VECOs *planning* & management process
facilitates organisational and institutional *learning* &
fulfills VECO's *accountability* requirements.

PLAs: 7 design steps



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1. Purpose and scope	Identify, clarify and share the main purpose and scope of the PLAs
2. Organisational spaces and rhythms	Identify the key moment/events and their frequency for planning, learning & accountability
3. Information needs	Define and prioritise the monitoring and learning questions and specific information needs
4. Plan for data collection and synthesis	Plan how the data will be collected, stored and synthesized
5. Plan for sense-making	Plan for critical reflection, analysis and conceptualization
6. Plan for documentation and communication	Plan how monitoring results will be documented and communicated
7. Plan for creating organisational conditions	Plan how the necessary organisational conditions and capacities will be established in support of the PLAs

Step1:
PURPOSE of PLAs: USES & USERS



Step 2:
**DEFINE ORGANISATIONAL
SPACES**

- What are the spaces and rhythms central to planning, learning, accountability, debate, decision-making, ...
- Make M&E integral to the thinking and doing of the organisation and programme

Step 3:
**DECIDE ON INFORMATION
NEEDS**

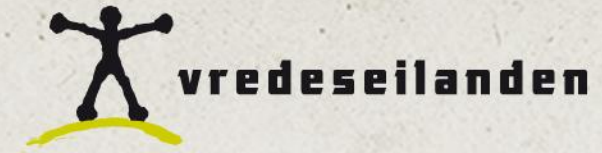
- Which information?
- Type of information?
- In what form?

- *From 'Nice-to-know' to 'Must-know'*



Which information, for **who**, at what **time/event** and in **what form**?

Step 5: Sense-making



Sense-making process:

- Monitoring does not end with data generation
 - Plan how data is used and analysed > *make it usable for action*
 - Focus on social interaction: *sharing, debate, learning, decision-making*
 - Should be well-planned & requires facilitation !!
- >> **bi-annual multi-stakeholder meetings, home weeks, ...**

Step 5: Sense-making



Difficult to develop a blue-print approach for sense-making during key moments/events

Some basic principles

- Participatory approaches
- Facilitated reflection and critical analysis
- Use of probing questions
- Formulating recommendations or deciding on programme adjustment
- Should be a motivating and inspiring event
- *Acknowledge importance of informal spaces!*

Step 7: Organisational conditions



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How to institutionalise a learning-oriented monitoring practice?

Assess and plan to make it work!

Creating Motives

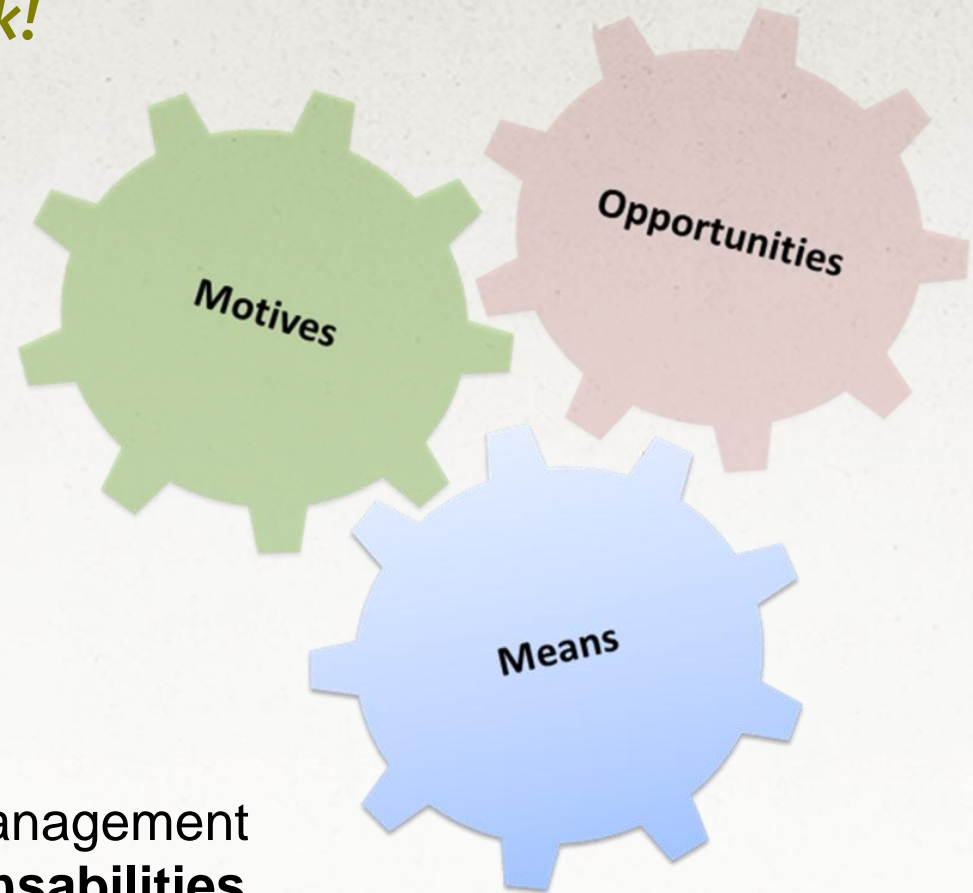
- Guiding ideas
- Support by management
- Develop a learning Culture
- Provide incentives

Creating Means

- Human capacities
- Specialist support
- Concepts, methods and tools
- Budget

Creating Opportunities

- Integration in planning and management
- Clear M&E plans and responsibilities**
- Responsive information management system
- Trust and respect – speak out, challenge, feedback





Thanks!

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