



**USAID**  
FROM THE AMERICAN PEOPLE



**Learning with the Toolmakers**  
**Using Systemic M&E Tools in Feed The Future**  
**Uganda: Network Mapping**  
Tuesday, July 14, 2015, 9:30 AM EDT

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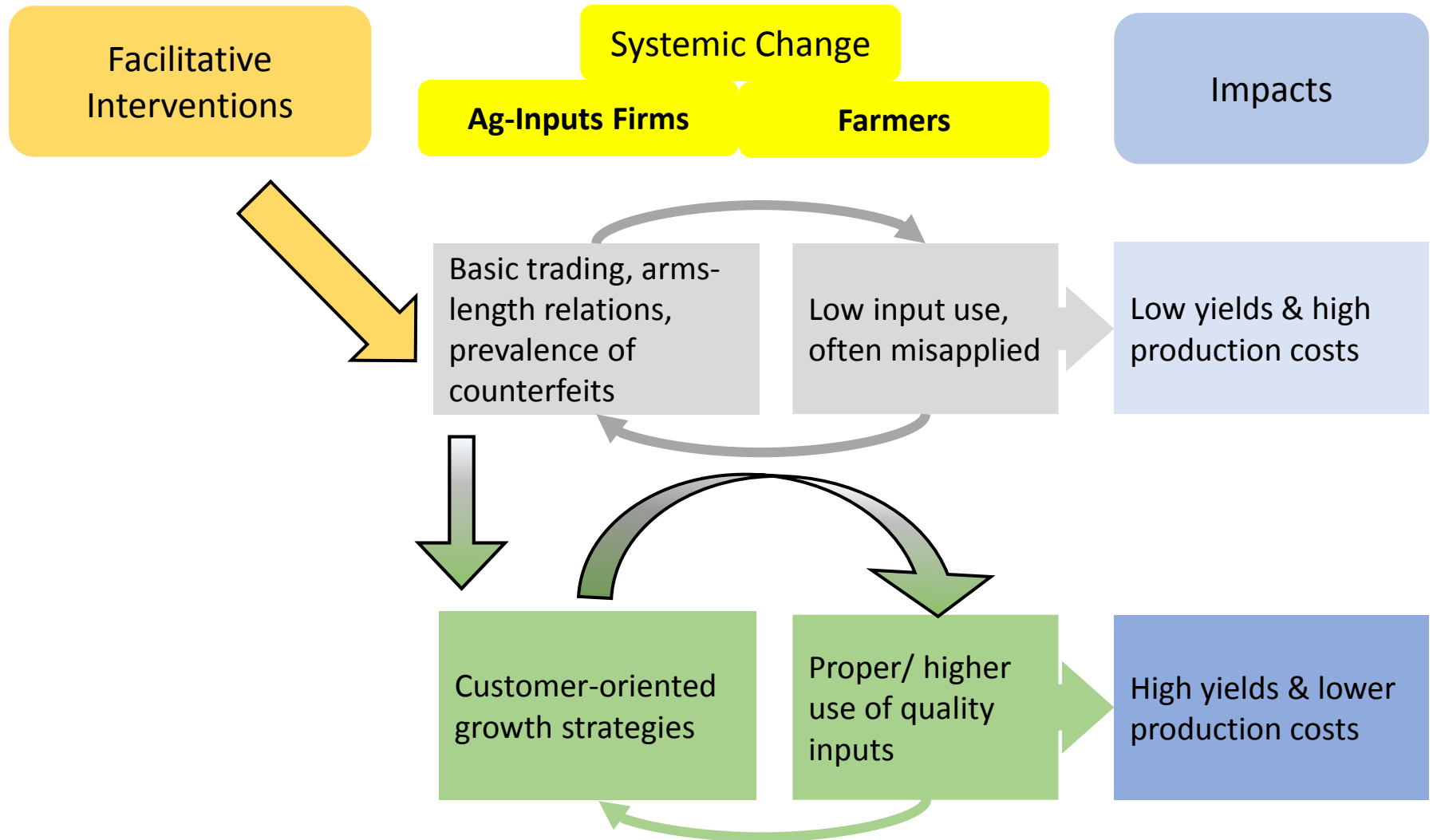
# A few take-aways from the first webinar

- Patterns of behaviour and relationships
- Action – reaction
- Learning, experimentation, adaptation
- Good questions

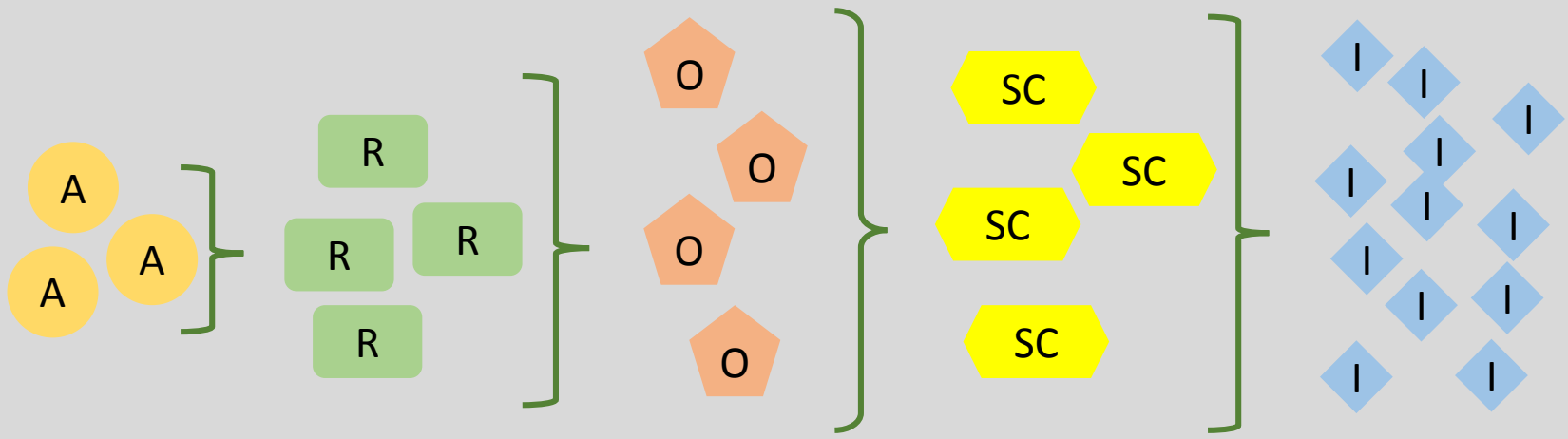
## Systemic M&E: Network Analysis

- Recap
- Why Network Analysis
- What we expect it to show
- Methodology
- Various Metrics
- Implications for the project

# Theory of Change and Intervention Strategy

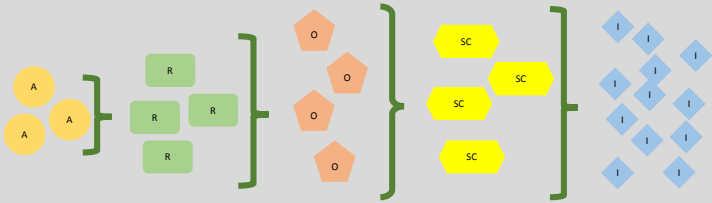










# Intervention Scheme



**GAPS**

## Intervention Scheme



Intervention Scheme	 } 	 } 	 } 	 } 
M&E Scheme	<p>Components</p> <ul style="list-style-type: none"> <li>• After Action Rws</li> <li>• Cost-Share Assess</li> <li>• Formal / informal coms</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress M&amp;E</li> <li>• <i>USAID PMP</i></li> <li>• Investigations</li> <li>• Adoption Survey</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Network Analysis</b></li> <li>• SenseMaker<sup>®</sup></li> <li>• <i>USAID PMP</i></li> <li>• Investigations</li> </ul>	<ul style="list-style-type: none"> <li>• Mobile phone surveys</li> <li>• Investigations</li> </ul>
Performance Mgmt	Near-term	Short-term	Medium-term	
Results Assessment				
Attribution Assessment				

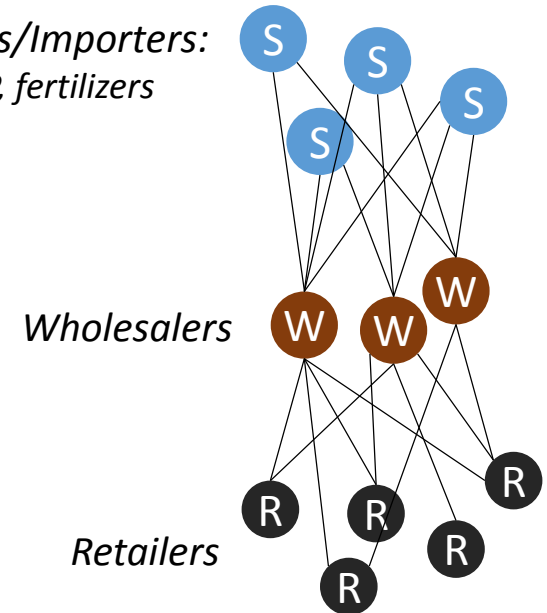
# Transactional Network Analysis: Agro-Inputs

## Network structure:

- Changes over time
- Differences between businesses & locations

Different patterns of behavior

Suppliers/Importers:  
seed, CPP, fertilizers



**“Collect data first...investigate later”**

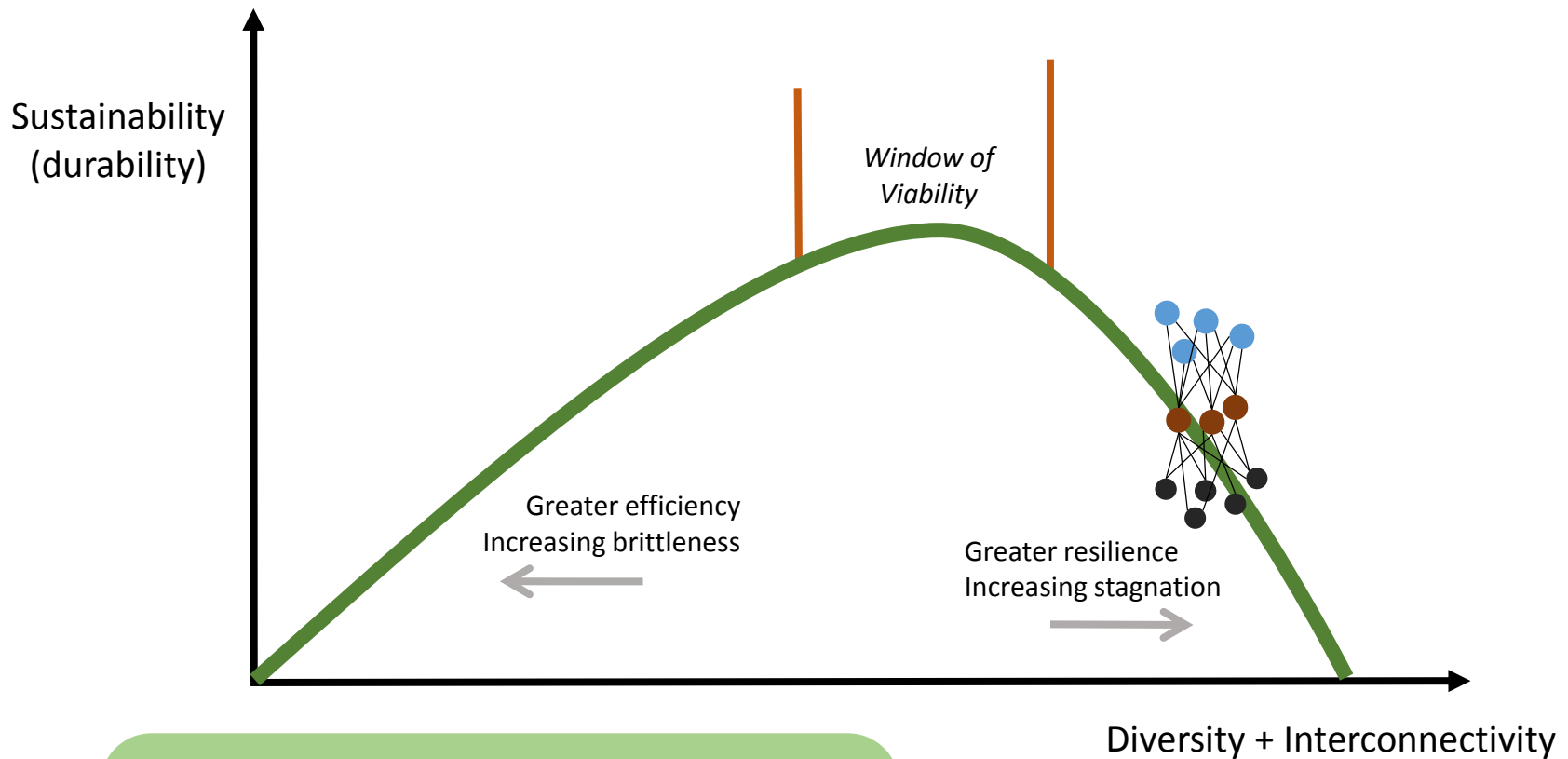
Find the differences



See the needle move



# Changes we expected to see in network structures?



## Changes we expected to see:

- Fewer actors
- More specialization (esp. functions)
- More integration
- More cooperative relationships

## Other expected changes

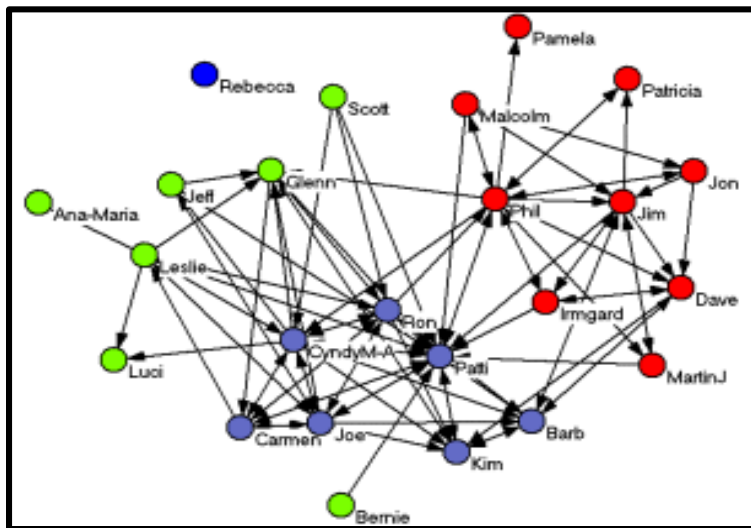
- Growth
- Fewer stock-outs



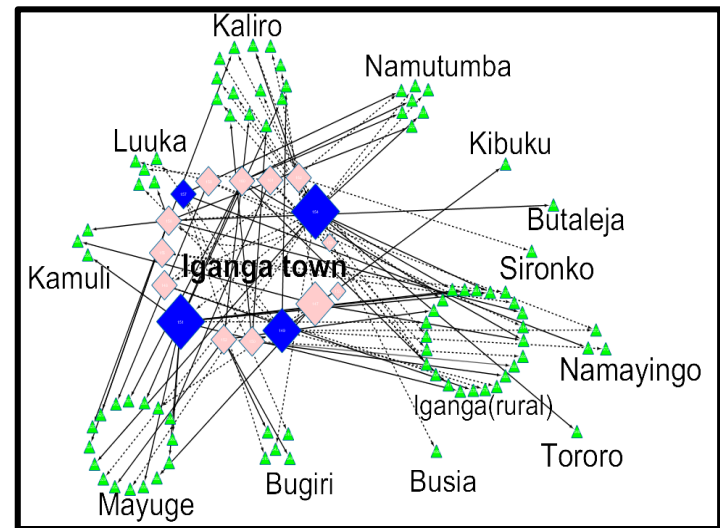


# Structures of social networks vs. transactional networks...

**SNA: many connections in many directions, “web”**



**TNA: Direction of product flows; “hub and spoke”**



## Metric 1: Number of actors in the distribution chain

**Suppliers**  
114  
Kampala/Kenya



At least 30 newly mentioned in second season; high rate of new entry

**Wholesalers**  
300  
26 districts



No evidence yet of any businesses exiting market; anyone can trade in agro-inputs

**Rural retailers**  
1232+  
from wholesalers



Many more who buy directly from Kampala

## Metric 2: Percent of relationships that are rated highly

Percent of suppliers that wholesalers regularly relied on for product knowledge....

	1 <sup>st</sup> season	2 <sup>nd</sup> season
Target firms	21.8%	41.0%
Non-target firms	32.4%	28.4%

Percent of their suppliers that wholesalers had a 'strong' relationship with....

	1 <sup>st</sup> season	2 <sup>nd</sup> season
Target firms	44.7%	37.0%
Non-target firms	46.2%	37.3%

First season 2014: 53 target firms and 165 non-target firms; Second season 2014: 45 target firms and 196 non-target firms

To answer, Why? Hypotheses and investigations....

"I started asking for it from suppliers."

"The supplier started doing trainings."

General seasonal trend?

Confirm after next data collection.

### Metric 3: “Churn rate” of relationships

Transactional relationships between suppliers and wholesalers

Total number transactional relationships between suppliers and wholesalers	<b>1510</b>
Number of relationships that were consistent for Season 1 and Season 2	833 (55%)
Number of relationships that were new for Season 2	677 (45%)

**Assumption:** as the system improves, the # or % of consistent connections will go up.

## Investigation: Why do wholesalers add or drop suppliers?

### Top reasons to add:

- New product/company came on the market
- Products now available/back in stock
- Products now demanded by customers
- Company now delivers

### Top reasons to drop:

- Stopped delivering/do not deliver
- Products unavailable/out of stock
- Products not demanded by customers
- Company raised prices

Or: “Oops, we forgot to mention them...”

### Implications?

Relationships are about buying cheap and easy, and selling quickly  
Lack of records means wholesalers don't monitor relationships well

## In Sum: What has network analysis done for us?

Gives us **numbers** to tell us how the system is changing.

- Less about making graphics, more about comparing metrics over time.
- **Pace** and **direction** of change in the system.

In mid-term project assessment; network data showed expected changes are not happening; need to consider new options became apparent

- Network structure tells us that incentives are stacked against enterprise-level change, due to continued over-crowding and nature of relationships
- Competitive pressures for poor performers to exit is not materializing.
- How else can the system get bad businesses to exit?
- Pointing us to new areas of intervention



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## **Thank you!**

*Upcoming webinar:*

Using Systemic M&E Tools in Feed The Future Uganda: Sensemaker<sup>®</sup>

*July 28, 2015, 9:30 AM EDT*

*Previous webinar:*

Using Systemic M&E Tools in Feed The Future Uganda

*June 26, 2015, 9:30 AM EDT*

**Learn more here:**

<http://www.seepnetwork.org/learning-with-the-toolmakers-pages-20747.php>

