



Expect the unexpected: preparing for when plans go awry

The Immigration and Deportation (General) Regulations, 2011

NOTICE OF REJECTION OF APPLICATION

....Given I do not get my Visa, I guess it is wise that you have a contingency plan!....

Ben Fowler, Market Share
Mehjabin Ahmed, Katalyst
Kevin Billing
Daniel Nugraha, DFAT/PRISMA

>The Current State of Adaptive Management in Market Systems Development Programming

>Ben Fowler

>MarketShare Associates



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>Background

Study conducted for the BEAM Exchange

- Audience is donors and implementers
- 60 interviews + literature review
- Purpose: to establish the current state of practice and identify priority investments

>Finding: 4 'buckets' of adaptive management

1. Knowledge
2. Leadership
3. Culture
4. Procurement and contracting features



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> Findings: Knowledge

Gaps in knowledge of the rules

Knowledge of the context (Results Measurement)

- Learning is very different in different places (KATALYST)
- Kind of data required – stories vs. numbers (KATALYST)
- Underinvestment in RM – seen as overhead
- Tools
- Rigid evaluation methodologies (e.g., RCTs) can make it harder to adapt

> Findings: Leadership

Political leadership

- Spending requirements
- Agency-wide indicators

Practical leadership (Kevin)

- Personal qualities



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> Findings: Culture

- Emergent property
- Shaped by knowledge, leadership, institutional culture and national culture
- Importance of communications and trust (PRISMA/DFAT)

> Findings: Procurement and Contract Features

Hiring

- Spending requirements
- Agency-wide indicators

Practical leadership

- Personal qualities

> Findings: Procurement & contract features

Procurement

- Staffing requirements
- Flexibility in procurement
- Overhead definitions

Contractual/payment structures

- Maximizing the utility of inception periods
- Selecting appropriate contract structures
- Partnering with the private sector



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>Conclusions

- Tools are not enough; leadership and culture are critical (impossible to depersonalize AM)
- Nevertheless, institutions can be helpful (PRISMA/DFAT)
- RM systems and budgets have outsized influence
- AM Champions can be isolated
- Culture is a major issue that drives/blocks many specific actions
- Managerial skills need to be emphasized (Kevin)
- Better guidance is required



>Further information

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>Please contact us know if you are interested or have additional inputs that you would like to add to the study!



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Improving business Improving lives!

> Mehjabin Ahmed

Manager, Sector Portfolio Division,

> Swisscontact- Katalyst



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Katalyst- Snapshot

	Phase 1	Phase 2	Phase 3
Duration	Oct'02- Mar'08	Mar'08- Mar'13	Mar'13- Mar'17
Budget	CHF 26 mil	CHF 51 mil	CHF 32 mil
Focus	<ul style="list-style-type: none">• Innovating, testing and proving	<ul style="list-style-type: none">• Reaching greater scale in sector• Standardised measurement	<ul style="list-style-type: none">• Capitalising the learning• Consolidation and anchoring

Strategy of Farmed Fish- Engaging small farmers

- Study on Common Aquaculture Activities for Small Farmers
- Constraint analysis
- Market analysis
- Initial Intervention on popularising high value species through mass campaign with feed companies
- RTP, Demo plot, information,



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We failed!!!

- Wrong hypothesis!!!
- Not credible to the private sector!!!
- Not credible to the farmers!!!



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How we got back...



Action Research- experimentation

- Pilot with 15 hatcheries
- For 1 year
- Use PPI (Progress out of Poverty Index) to define the target group



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EXAMPLE : FISH INTERVENTION



IMPROVED SERVICES FOR
SMALLHOLDER FISH FARMERS



SERVICES BY
HATCHERIES



SERVICES BY
AQUA-CHEMICAL
COMPANIES



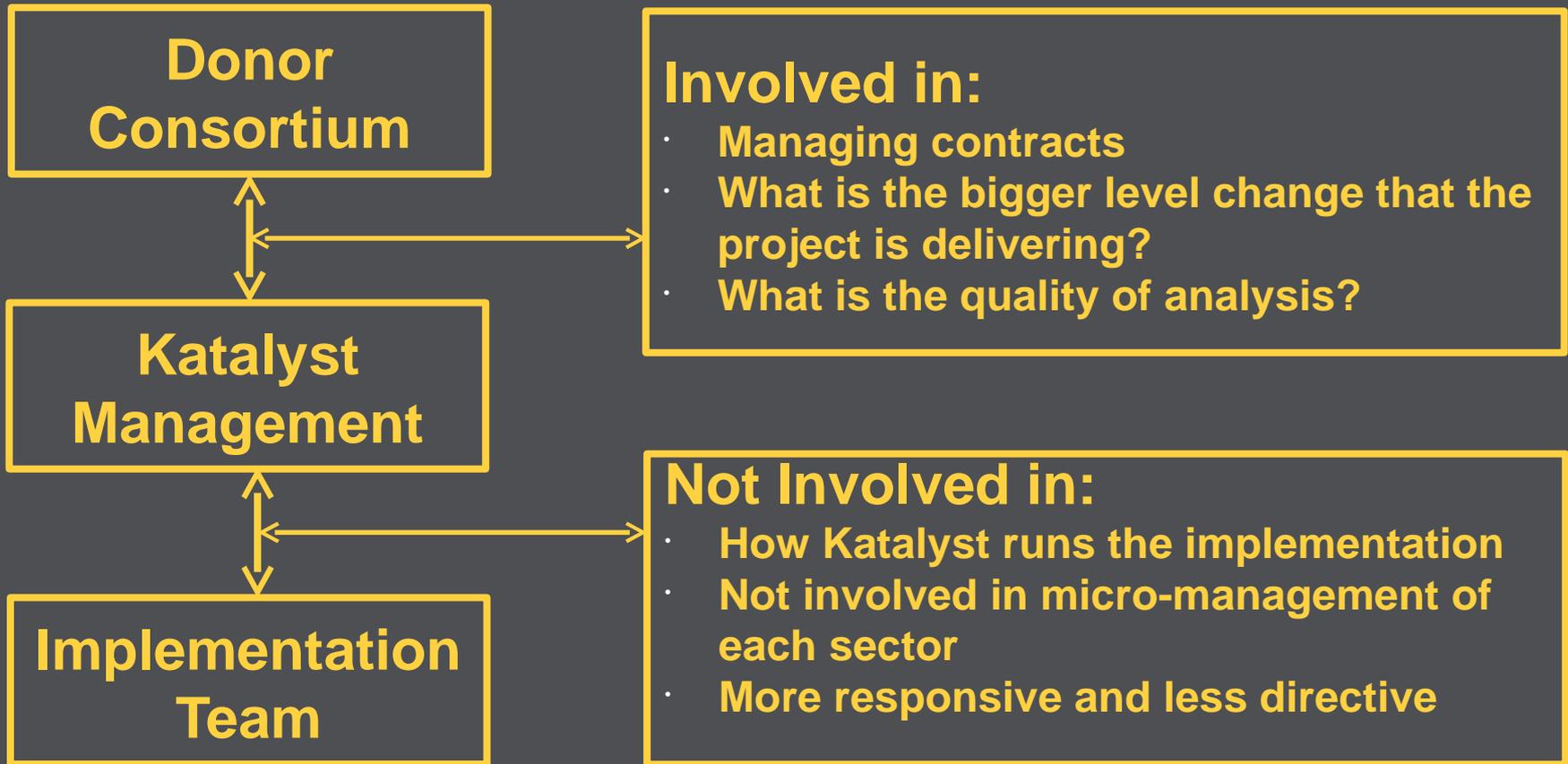
SERVICES BY
FEED COMPANIES



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Donor involvement





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Further information

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What lessons can be learnt from a successful programme?

>Kevin Billing

Team Leader GEMS 1 - 2011 to 2015

>Growth and Employment in the States – GEMS1

>Meat and Leather Industries



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Expect the unexpected :

be prepared to change the plans.

What are we going to cover in my short presentation.

- Introduction – a brief description of GEMS 1 and what it was expected to deliver.
- Progression of the programme in relation to the changes in the external environment. Changing direction in relation to problems and apparent opportunities – flexibility in logframes – managing in an adaptive and flexible way.
- A few examples – illustrating the principles of adaptive management, killing interventions going wrong, keeping staff on side and keeping abreast of project

The Red Meat Sector

- Mass informal importation of livestock from neighbouring countries and sales from pastoralists herds (transhumanace).
- Sales and transport of livestock from border and internal markets to centres of consumption (Lagos, Port Harcourt) totally controlled by traditional Butchers Associations.
- All slaughter of animals and disposal of products in abattoirs and on slaughter slabs controlled by traditional butchers.

Involvement of women strictly forbidden.

Total value of the Industry estimated at US\$ xxx billion per year.

Decision reached that this system could not be significantly altered within the 5 year time horizon of the Project.



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The Traditional Fattening of Livestock

Traditional practice to fatten a few animals (mainly sheep and goats) for annual Festivals (Sallah) and family celebrations (weddings etc). This practice is often undertaken by women – so deliberately selected.

Technical decision made that the productivity of this traditional practice could be significantly improved by the introduction of a cluster of inter-related innovations in 50 days vs 90-120 days.

- De-worming, de-lousing and inoculation against common causes of mortality-PPR
- Provision of water *ad lib* and cut crop residue
- Provision of feed concentrate

This required the involvement of village level para-vets to “induct” animals and a need to provide training in understanding



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Improving slaughter procedures and meat hygiene in existing abattoirs.

Decision taken to improve hygiene in privately owned abattoirs and to link them into the supply chain of the Master Meats franchise at the Shoprite Supermarkets.

- Identified producers of simple handling equipment – hoist and cradles, skin infators, etc
- Provide support (small grants and t.a.) to privately owned abattoirs willing to invest in equipment (including refrigeration) and improved product flow and then to act as a demonstration site.
- Link these abattoirs to Master Meats initially on a test basis then in a supply relationship.
- Introduce skin infators to local abattoirs.



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Leather Industry

Analysis of large-scale Leather Industry revealed distortion of the 30% Export Expansion Grant paid on exported leather. No support or intervention justified.

Decision taken to only support MSMEs in informal sector.

- Focus of Business Membership Organisations developing service offer in input supply, credit access or marketing.
- Working on Common Facilities Centres providing productivity enhancing machinery and equipment for the finished leather goods production.
- Support Skin Dealers and Traders on development and marketing of improved preservation
- Support to artisanal tanners.



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Examples of “Shocks” and Opportunities – Changing Direction and adapting.

<p>Insurgency attack on Kano Jan 2012 by Boko Haram</p>	<p>Quick switch of activities to the Finished Leather Goods Clusters in the S.E. and Lagos. Re-deployment of Staff to these areas - working from home.</p>
<p>Ministry of Agriculture and Rural Development fully committed to Agricultural Transformation Agenda</p>	<p>Embedded staff (and hired consultants) in key advisory positions. Enabled GEMS1 to play pivotal role in influencing policy. Proximity to Minister provided high profile and allowed access to related Government initiatives – NIRSAL Loans, GIS – Input provision.</p>
<p>Secured NIRSAL loan for BMO in Kano and this generated considerable increase in income and employment.</p>	<p>Embedded staff (and hired consultants) in key advisory positions. Enabled GEMS1 to play pivotal role in influencing</p>
<p>MORE</p>	



Experiences from managing market development projects like GEMS1 – Developing skills that really counts

- Keep your eye on the Logframe and your Annual targets
- Learn how to let people down easy when you kill an Intervention. Make their ‘interest’ align with the project objectives.
- Devote a lot of effort to “building” a Team – it is How you deliver!!
- Keep light on your feet – make sure you can jump when you should, run when you can and know when to hold your ground.



Thanks for listening – private interaction on the subject encouraged – come and ask me what I think about your problem.



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> **Expecting the Unexpected**
Anticipating through Adaptive Management
Model
> **Dr. Daniel Nugraha**



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>Structure of the Presentation

- Quick overview of AIP-Rural
- The “Secretariat” Model
- Practical Instruments



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>AIP-Rural: The Basics

Indonesia

- >16,000 islands
- 250 million people

AIP-Rural

- Australia-Indonesia Partnership on Rural Economic Development
- AUD112m; 2012-2018

Focus on the eastern part

- The poorest areas
- Dependent on agriculture sector
- The driest part of Indonesia



>AIP-Rural: The Basics

Program Goal

- 30% net-income increase
- 300,000 smallholder farm households
- by Dec 2018

Through 4 Projects:

- PRISMA (commodity)
- ARISA (innovation)
- TIRTA (tertiary irrigation)
- SAFIRA (finance)



>The Secretariat

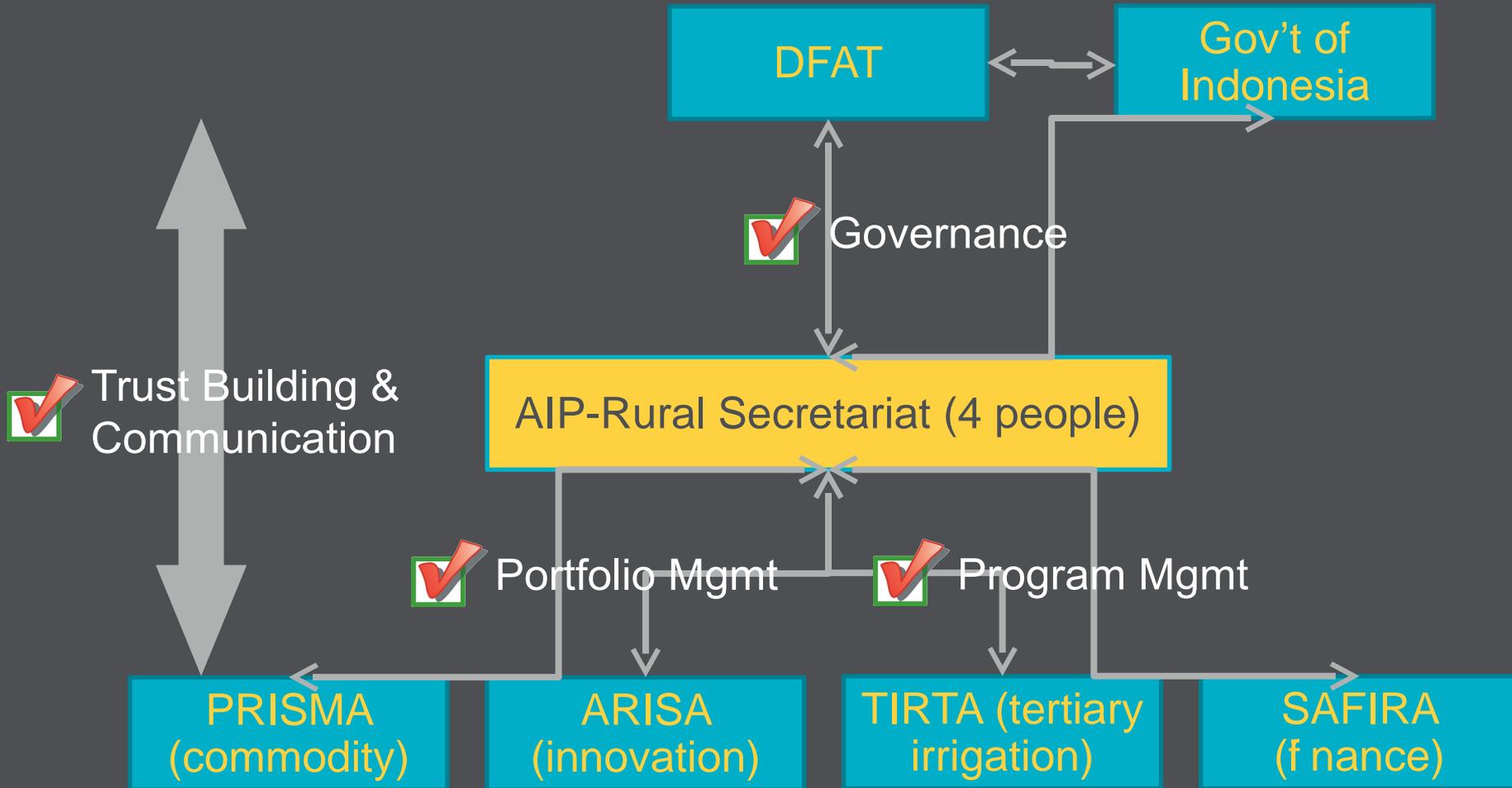


*We had a great strategy ...
but we lost the battle!*

Navigating through:

- Novelty of M4P approach (non-direct delivery)
- Risk & uncertainties
- Changing policies & interests
- Multiple key stakeholders

>The “Secretariat” Model



> Practical Instruments

On communication

- Honesty is the best policy!

“Adaptiveness” embedded explicitly in the contract

- Failure rate of 30%
- Fixed project goal and, to some extent, project outcomes
- Start with a preliminary milestone table (output, outcome, impact)
- Iterative: To be adjusted & updated by the project

Semester performance target & incentive

- Breaking down targets: Outputs and outcome indicators
- Incremental improvements: Moving from output → outcome → impact level
- The right incentive: Attainable but challenging
- Discussed by the Secretariat and the project (technical) for DFAT approval (contractual)

Group Work



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>Objective of the group work

- **Implication on implementation of projects and donors**
- **List of recommendations which BEAM can take forward**

>Leading Questions

1. What are factors that have hindered projects to go through a testing (pre-pilot) phase?

-

-

2. Is the Secretariat model a good option?

-

-

-

3. How do you retain momentum of implementation with changes in management?

-

-

4.

> Instruction for Group work

- **Group work- 30'**
- **Presentation- 5'**
- **Nominate a Note taker**
- **Nominate a Time keeper**
- **Nominate a presenter**
- **Stay focused on the topic**



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