

Adaptive Management

SESSION 4: Monitoring, Reflection and Learning

DR NICOLA NIXON, GOVERNANCE DIRECTOR (AND COLLEAGUES)

AUGUST – SEPTEMBER 2021



The Asia Foundation

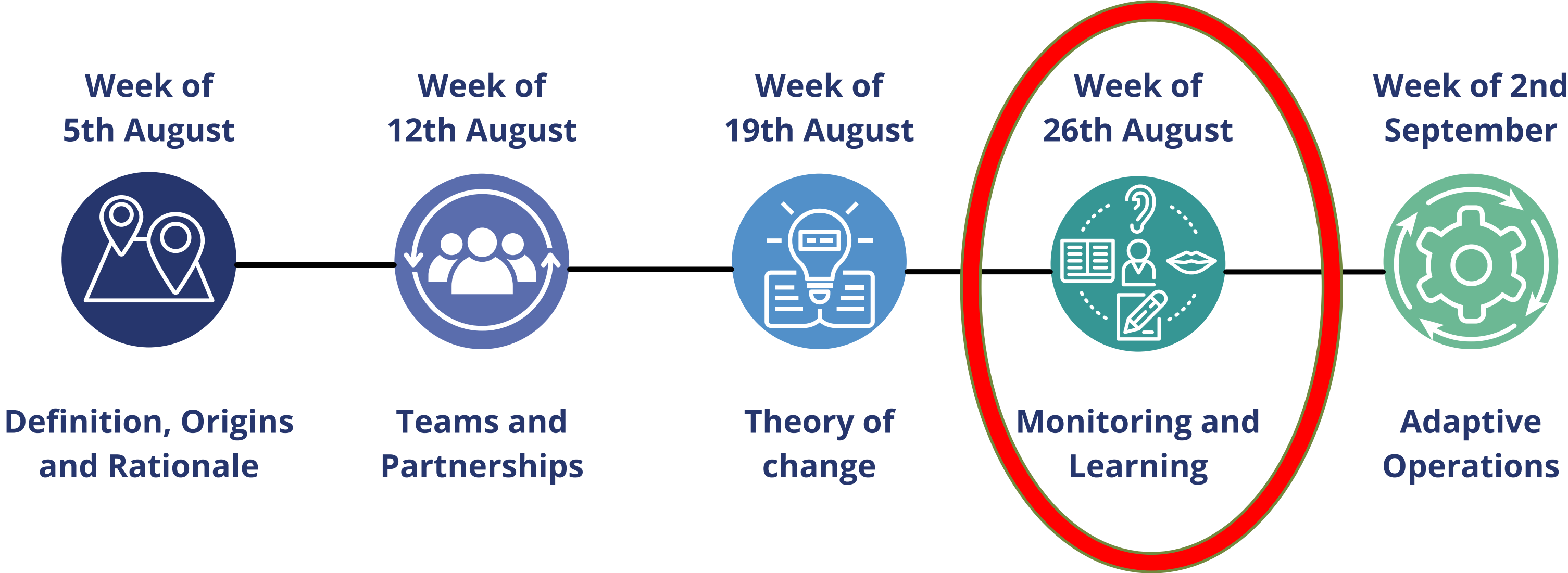
Improving Lives, Expanding Opportunities

Mentimeter Quiz

What was your key takeaway from last session?



LEARNING JOURNEY



THIS WEEK: REFLECTION & LEARNING

- 1) Setting up feedback loops ('Strategy Testing')**
- 2) Collecting the evidence to inform them**
- 3) Active learning**

STRATEGY TESTING



STRATEGY TESTING: AN INNOVATIVE APPROACH TO MONITORING HIGHLY FLEXIBLE AID PROGRAMS

September 2015

Debra Ladner



WHEN: CARVING OUT TIME



WHO: PARTICIPANTS

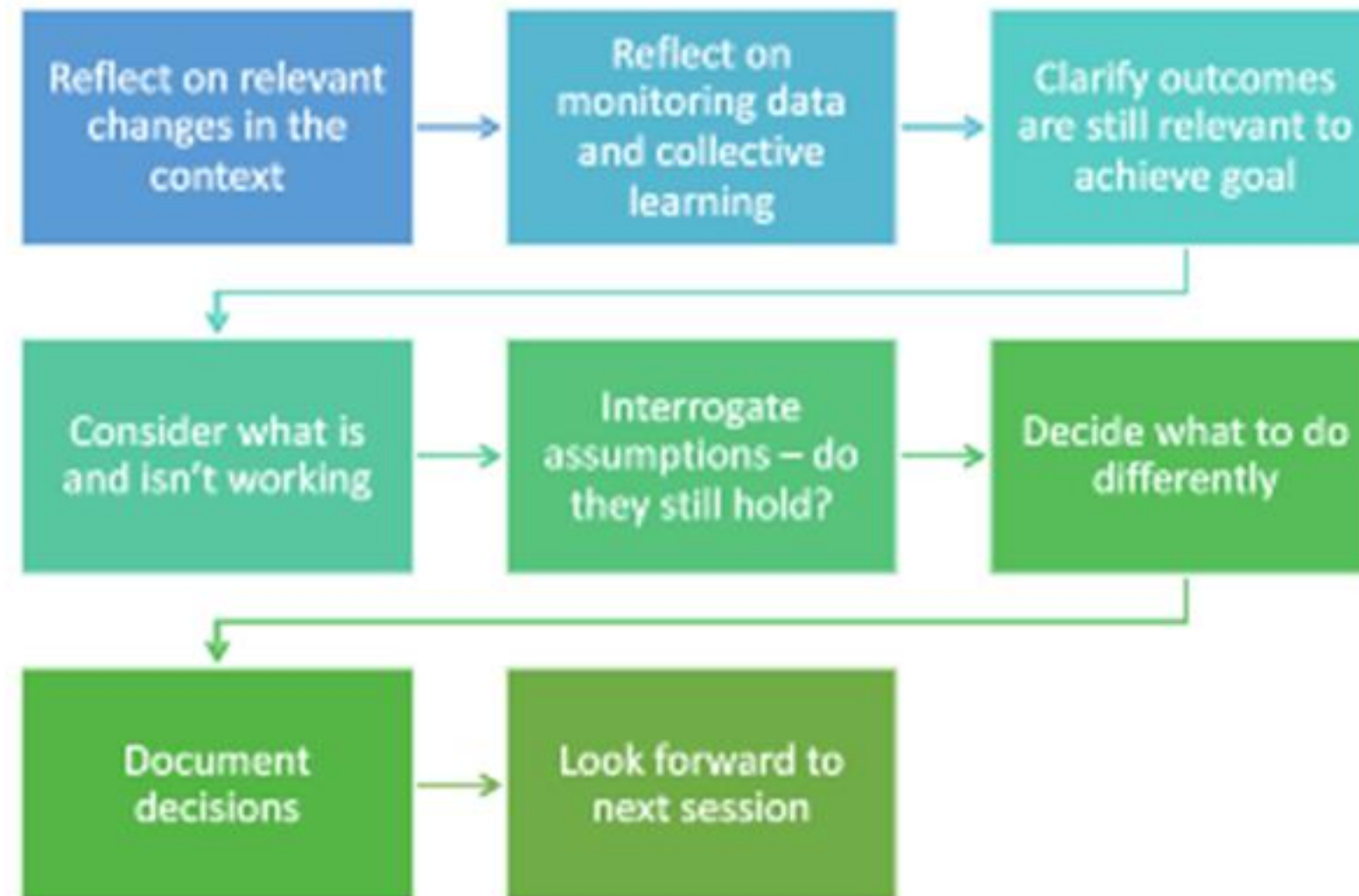
- Program team
- Other colleagues
- M&E officer/specialist

- A Critical Friend

- External partners

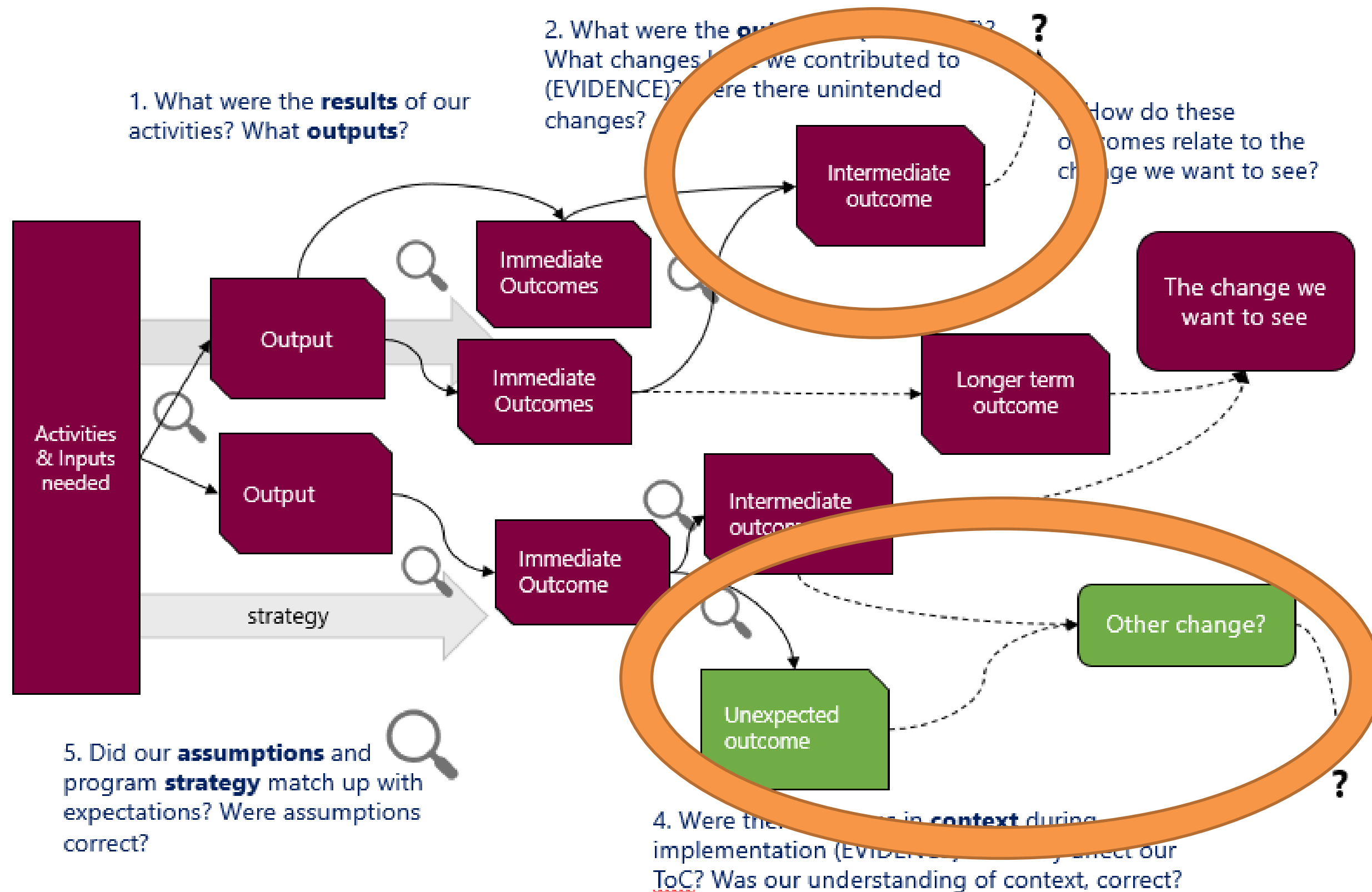


HOW: PROCESS?



Interrogate the TOC

Moving from activities/inputs forward – what has been the results of our efforts?



1. What were the **results** of our activities? What **outputs**?

2. What were the **outputs**? What changes have we contributed to (EVIDENCE)? Were there unintended changes?

3. How do these outcomes relate to the change we want to see?

5. Did our **assumptions** and program **strategy** match up with expectations? Were assumptions correct?

4. Were they in **context** during implementation (EVIDENCE)? Did they affect our ToC? Was our understanding of context, correct?

SUMMARY

STRATEGY TESTING:

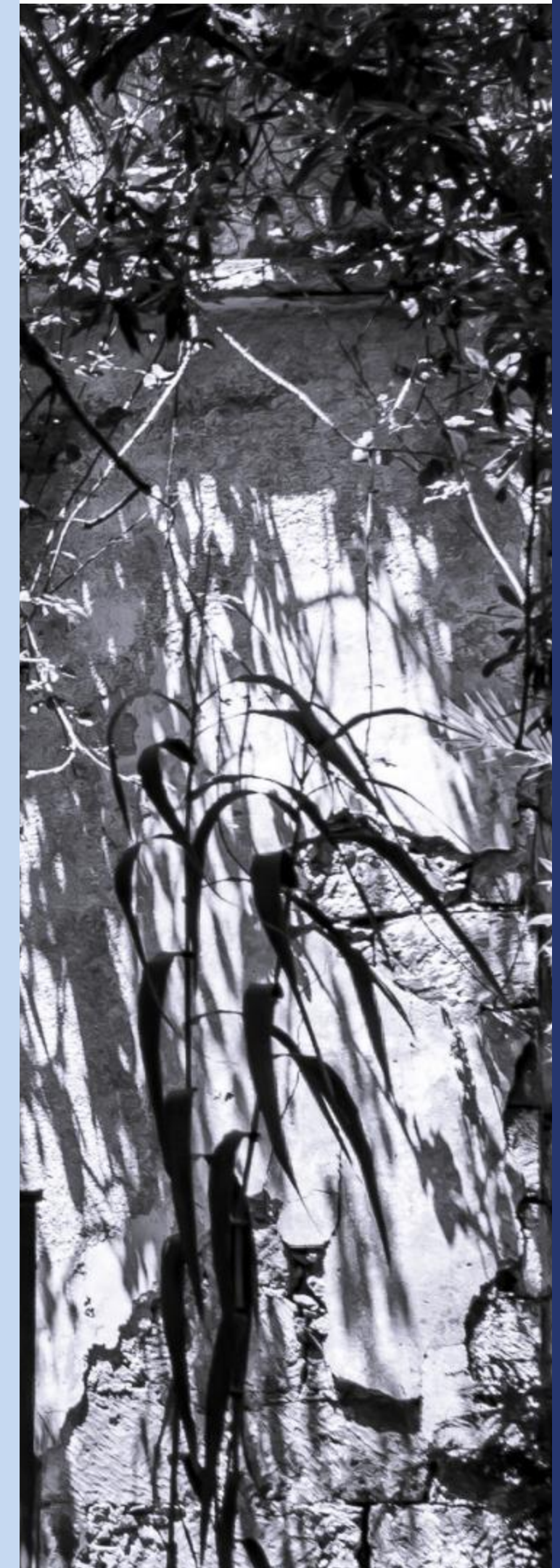
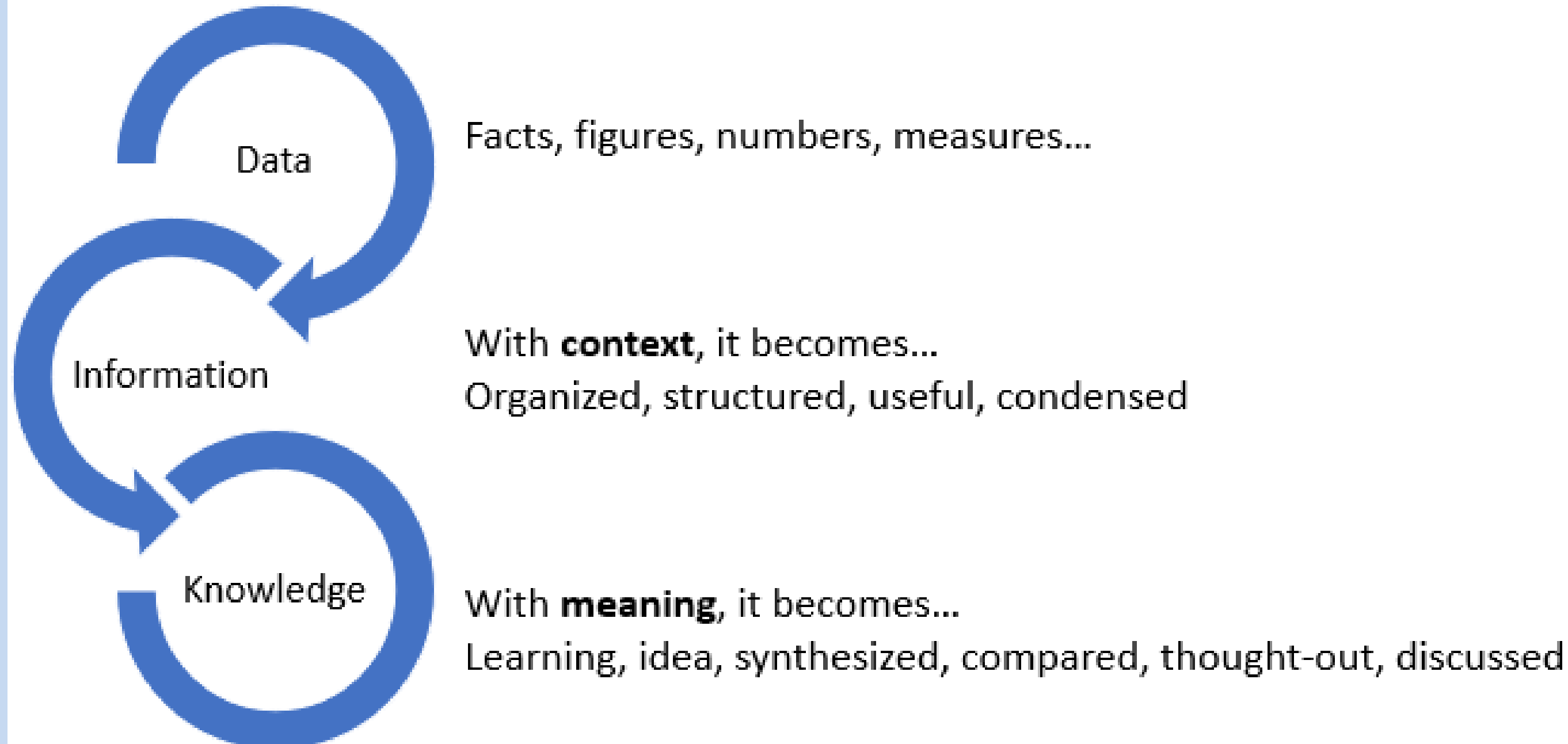
- Enables evidence-based decision-making and adaptation
- Supports collective ownership of the TOC
- Motivates teams to remain engaged with the goals and outcomes
- Provides space to discuss and debate fundamental issues around the program

2. COLLECTING A RANGE OF EVIDENCE



First, some definitions

Evidence: anything that you see, experience, read, or are told that causes you to believe that something is true or has really happened. It can be objects, photos, documents, official statements, experiences, etc. that are used to prove something is true or not true



WHY DOCUMENTATION & EVIDENCE MATTER

- ❑ A track record of decisions – who was involved?
- ❑ Makes your reporting easier
- ❑ Accountability
- ❑ Identify changes in context
- ❑ Limit "ownership of ideas" and focus on evidence

TYPES OF DOCUMENTATION

- MERL Plan – living document
- Timeline Tool
- Pivot Log
- Scenario Planning
- Notes, reports, case studies, evaluations, surveys

	PIVOT LOG - ACTIVITY NAME Document changes to the activity scope. Including but not limited to tasks, timelines, and deliverables.			
	Date	What changed?	Reason for the change	Comments
2				
3				
4				
5				
6				
7				

TIMELINE TOOL

Date	Event or activity	Role of / or impact on CfC program	Reference file for evidence
10 Feb 2020	Meeting with MOE Director General	Agreed to discuss smaller class sizes proposal with the Minister	Shared Drive: Class Size Reform 13B – Meeting Minutes
15 March 2020	COVID-19 Lockdown commences in Manila	Major impact. All in-person workshops postponed. Research activities being assessed. Shift focus to online education	n/a
30 April 2020	MOE DirGen agrees to host cross-ministerial coordination on access to online education	Speed up research on impact of COVID on students and teachers	New Online Education folder – Meeting Minutes

PARTNER-GENERATED TIMELINE

ANNEX IV: TIMELINE

S. No.	Month	External Event	Impact on Program (Positive, Negative, Neutral)	Level of Impact (High or Low)	Need Follow (Yes/No)
1	January to till date	<u>Tharuhat/ Tharuwan Andolan</u>	Negative	High	Yes
2	January	Federal Lega Instruments pertaining to Health	Negative	High	Yes-Closely collaborating with the federal official of of Pop
3	February	Coordination meeting among Inter-Provincial Coordination Committee	Positive	High	Ye
4	March	Government's deadline to submit the bill on Federal, Province and Local level coordination	Neutral	High	
5	March	Sentencing of Mr. <u>Resham Chaudhary</u> to life time imprisonment	Negative	Low	Ye
6	March	Political disagreement between <u>Biplap</u> and government	Negative	High	Wa



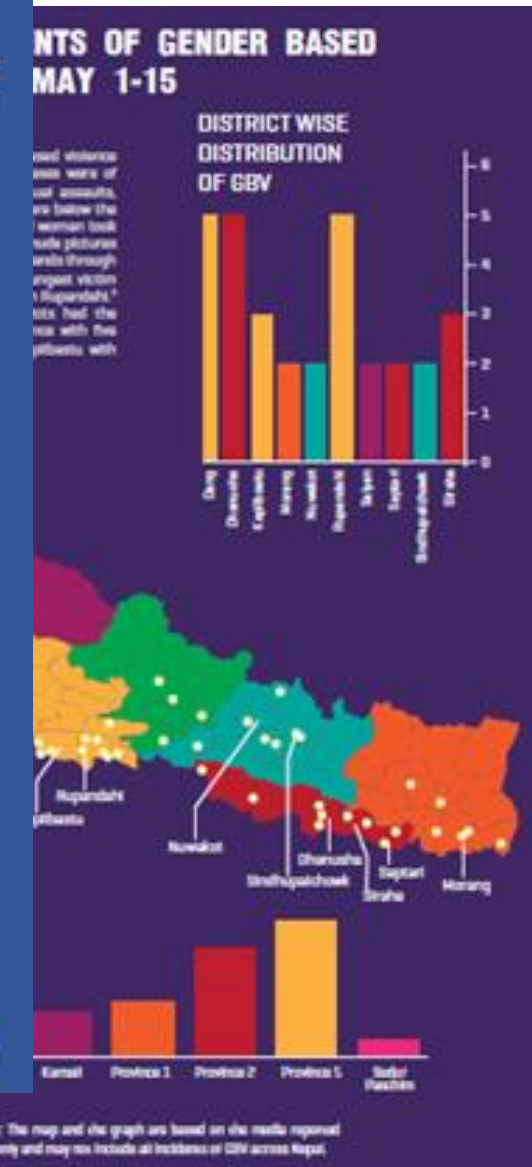
Types of Context Monitoring



REPORTED INCIDENTS OF DISCORD BETWEEN POLICE AND CITIZENS DURING THE LOCKDOWN

There were six incidents related to clashes between the police and the locals. All the incidents involved violence in which three people were injured in Panchthar and Dairkhi. Besides the mentioned districts, incidents of clash also took place in Jhapa, Nawalparasi and Banke. Following are the incidents recorded related to clash with the police:

- MAY 9** The Armed Police Force (APF) post in Nepal was attacked by locals demanding that they need to go to India to buy grains for sowing purpose. The Nepal India border was sealed due to COVID-19.
- MAY 5** There was a clash between businessmen and police after they vented a vehicle belonging to a west police office in Nepalgunj.
- MAY 5** Two rounds of bullets were fired by the police after the Indian Nationals carrying home made weapons tried to enter Nepal defying the nationwide lockdown due to COVID-19.
- MAY 5** The police assaulted a tractor owner for operating during the lockdown in Panchthar.
- MAY 8** The police assaulted the vendors selling vegetables in Bhabrupur of Jhapa violating the lockdown.
- MAY 10** A police constable and a local resident were injured in a clash which started when the police reached the site of a road construction with sixty people gathered around during the lockdown in Dairkhi.



Activity:

Setting up a reflection session

- How often will you meet and for how long?
- Who would lead and develop the agenda?
- Who will join?
- Do you have enough evidence?
- What more might you need to be collecting?



Active Learning



Literature suggests...

- Accountability vs Learning processes
- Organizational assessments, evaluations, and reviews can lead to adaptation.
- Purposeful reflection is critical

Learning, when incorporated into program design and structured to inform decision-making and adaptation, can lead to success



Other options for learning: After Action Review



After Action Review

What was supposed to happen?

What actually happened?

What went well?

What were the challenges?

What's next?

THANK YOU



Next Session: Adaptive Operations