



# **Evaluation of Pro-Poor Urban Interventions – Learning & Empowering urban poor networks**

Sulley Gariba

Institute for Policy Alternatives IPA-Ghana

[www.ipaghana.org](http://www.ipaghana.org)

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# Overview

- Nature of Urban Poor Networks
- Rights and responsibilities of urban poor networks in the evaluation process
- Experiences in Learning, Monitoring and Evaluation
- Lessons learned and future work-in-progress

# Urban Poor Networks

- Emergence of urban grassroots networks
  - Social movements situated within the development sector, where collective action has become an imperative
- Not your typical development agency
  - Based on mass membership
  - Demand for services are internally generated
  - Bias towards downward accountability

# About SDI

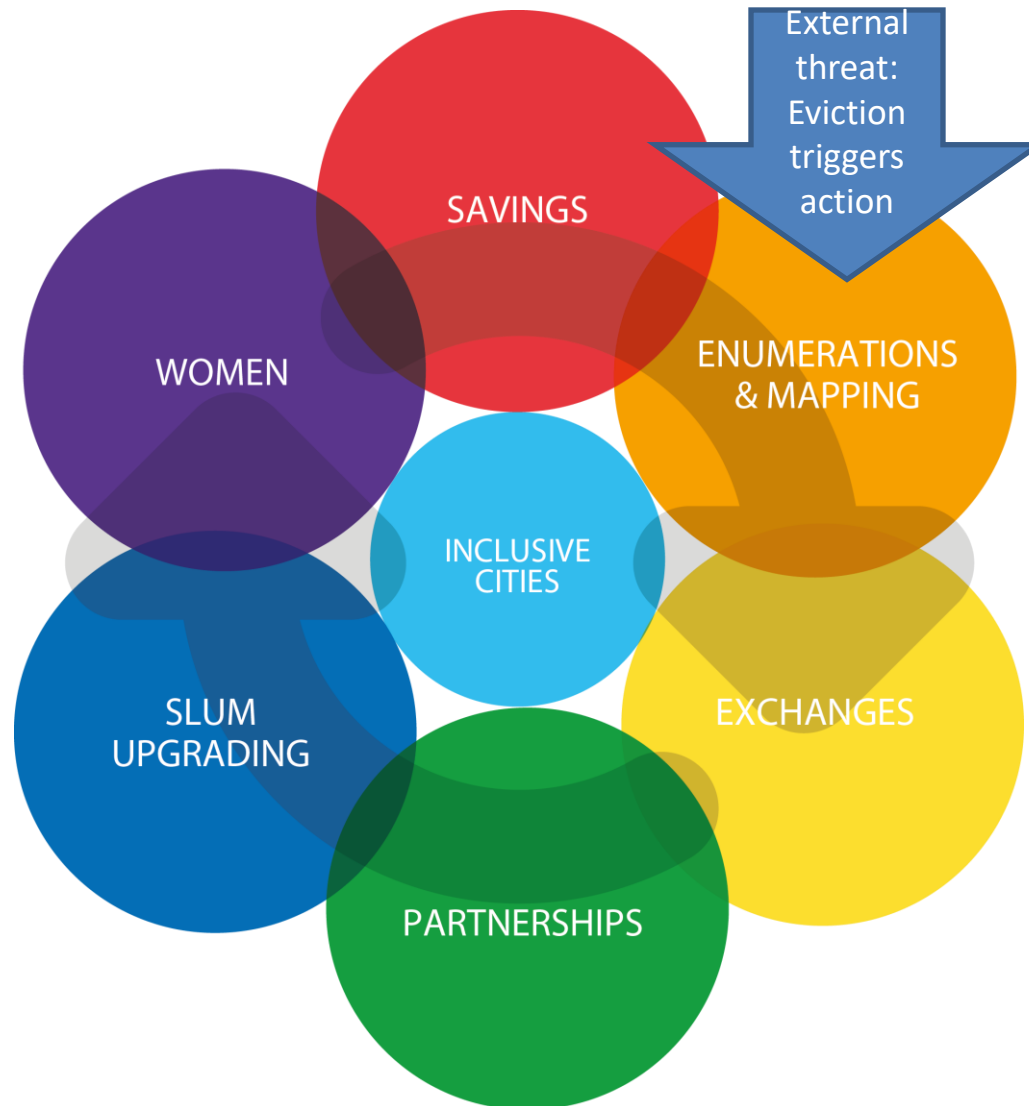
- Presence in 388 cities across 33 countries in the global south
- Over 1.1 million members globally
- 10,000 ha of land secured (Equal to a large city)
- Resources leveraged valued at \$37.3m
- 55,000+ houses constructed
- Partnerships with local, regional and national governments, academia, multilaterals, domestic development partners, notably, municipalities and central government agencies

# WHAT ARE THE PRO-POOR URBAN INTERVENTIONS

- Land rights
- The right and capacity to organize, mobilize, enhance voices of the poor
- Access to improved housing
- Access to, and control of social services – water, sanitation, improved health
- Opportunities to reflect, share knowledge and assess progress

# Processes of Change:

Organize, Mobilize Citizens for Action



# Capacity in Self Monitoring,

## Evaluation and Learning Stage 1

- Enumeration & mapping: Tool designed to generate socioeconomic and spatial data on informal settlements.
  - Builds information as basis for community prioritization of development actions
  - Allows community to track growth & change
  - Builds legitimacy and facilitates scaling up
  - Creates basis for interactions with external actors through the generation and management of community-generated evidence

# Capacity in Self Monitoring, Evaluation and Learning 2

- Daily Savings: Tool for building organization and resources within communities
  - Tracking community savings
  - Community forums for reflection and action
  - Building systems and culture of accountability
  - Creates financial/economic knowledge base



# Capacity in Self Monitoring, Evaluation and Learning 3

- Peer Exchanges: Primary learning & monitoring tool
  - Learning through action & experience on the ground
  - Assessing most significant changes & learning through dialogue, exchanges and reviews

# Key Experiences – Case Studies

- SDI worked with IPA (in Africa) and PRIA (in Asia) to strengthen their own LME capacity at the affiliate level.
- The movements in both Kenya and Uganda undertook strategic planning as the basis for developing an instrument for program monitoring, beginning with a deep understanding of their own theories and cultures of change
- Ghana has been selected as a comparison case for the purposes of this presentation.

# Growing Towards Accountability

- At the formative stages of the movements, NGOs take up the roles of facilitating planning, fundraising, monitoring and evaluation.
- As the movements grow they acquire organizational capacities and assume increasing say and capacity for the use of resources, and for developing tools for self-monitoring
- With this comes greater responsibility for external accountability.

# Ghana: Organic LM&E Process

- No external intervention
- Focus on strengthening internal accountability
  - The movement strengthened its systems of monitoring efficiencies and horizontal growth indicators (i.e. number of members, savings, loans etc.)
- Similar to the organic LME capacities found in many movements

# Uganda: Conventional LME situation

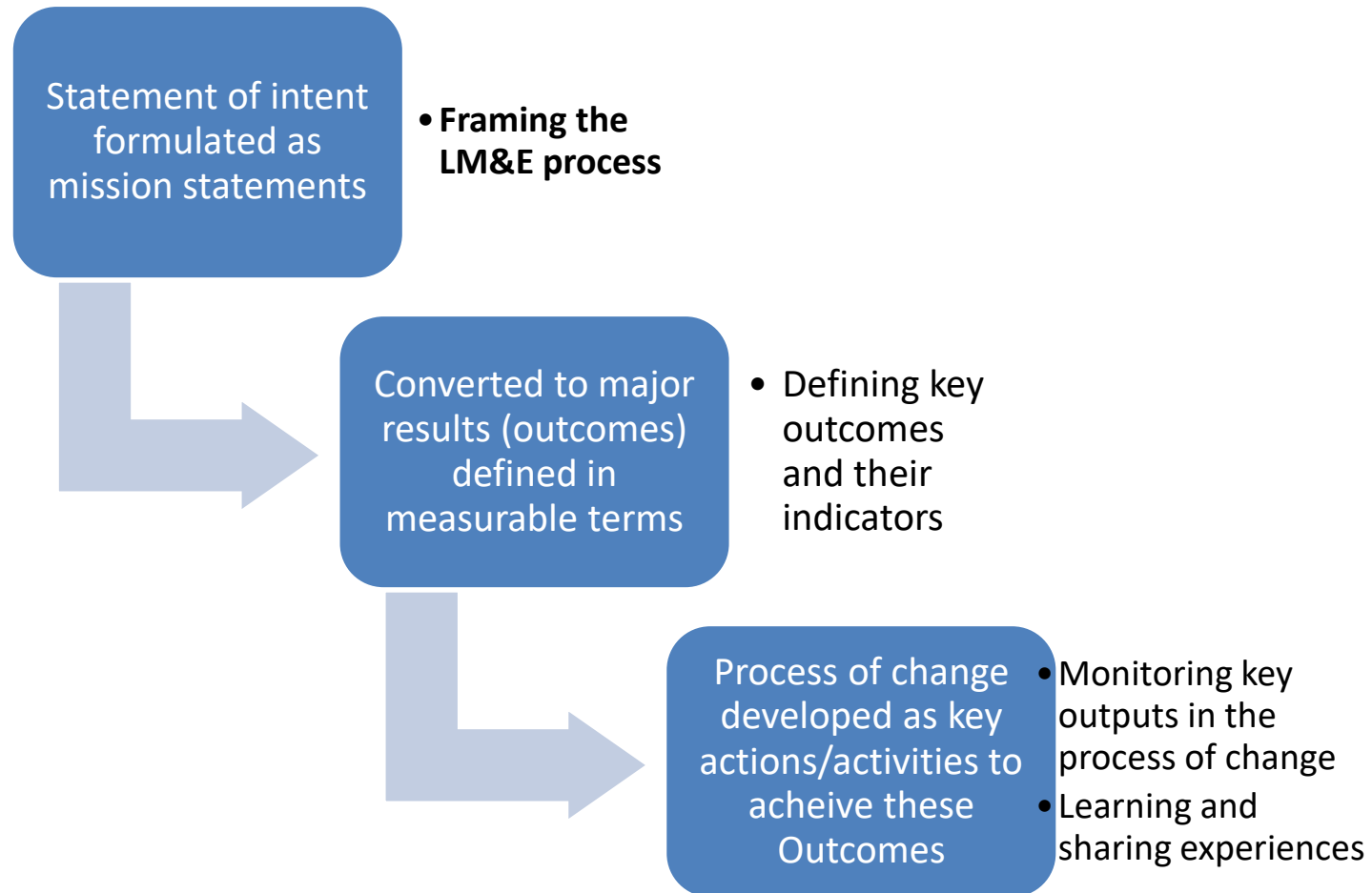
- Emerging federation in Uganda working closely with NGO – parallel to typical development intervention
- Subsequent consequences for LME include:

Responsibility	NGO	Movement
Planning	Program, project and output planning	Engages in Single activity planning
Fundraising	Proposal preparation, negotiation,	Minimal or no participation
Implementation	Program, project & output implementation	Engages in Single activity implementation
Monitoring	Output monitoring	Accounting for activity results
Evaluation	Not yet – assumption NGO would be responsible for future evaluations, or process contracted to external evaluation agencies	Not yet – implication community as subjects

# KENYA: LM&E FOR SOCIAL MOVEMENT

- The NGO developed a statement of intent that responded to the plans developed by the movement.
- Evolved a system for empowerment that used measurable indicators to develop the vision and “intensions” of the desired changes
- Derived planning parameters on what actions, by who and who

# Kenya LM&E enhances planning & empowerment



# Working in Partnership to change evaluation paradigms

- Building of trust and mutual respect between citizens and their agents of change – SDI-affiliated NGOs, Federation movements of the poor.
- For evaluation and learning facilitators, “Getting to know you” period – go/no go point; an interaction phase and then implementation phase, guided by mutual capacities

## Interest of urban poor networks (SDI)

- How can these networks better articulate to the outside world the larger change they are working towards? How can they better tell their story?
- How can LME be used to strengthen an existing culture of “bottom up” learning which allows for significant and constant course correction?

YES, there was a funder, the Rockefeller Foundation:

- Also assumed a learning mode -- How to support grantees to better do their work, to record and assess results of collective actions?



# Learning on Rights and Responsibilities

- How do social movements develop a monitoring and evaluation system that addresses upward accountability while remaining true to the self evaluating character of the movement?
  - How do you reflect the rigorous and organic downward accountability to the instruments of evaluation?
  - SDI recognizes downward accountability is equally important. It however supports horizontal (peer) monitoring and evaluation across affiliated country movements.

# Re-thinking M&E for social movements

- What implications does the growth of social movements in development have on resource requirements, both technical and financial, for the evaluation sector?
- How do we create sensitivity to urban poor movements in development evaluation sector (AFrEA, AEA, Grant-makers, like Rockefeller Foundation, etc)

# Next Steps: LM&E and SDI

- Movement of urban poor, SDI, re-thinking methodologies & supporting rituals for LM&E on a global/secretariat level
- Need to contribute SDI approach to professional/academic evaluation community, for comparative enriching
- Ghana NGO and social movement in discussion with IPA on development of localized M&E framework
- Grantees, such as Rockefeller Foundation exploring opportunities with evaluation institutions

# ABOUT AUTHOR & ACKNOWLEDGEMENTS

- *Author -- Dr. Sulley Gariba is a monitoring and evaluation specialist and consultant, with over 25 years of experience in participatory M&E, policy analysis and management of poverty reduction initiatives. He is head of a policy think-tank in Ghana, the Institute for Policy Alternatives (IPA-Ghana)*
- *Original work and production of this paper involved: Jack Macau of the Slum Dwellers International Secretariat, Irene Karanja of the Kenya-based Mungano Support Trust, and Suman Sureshbabu of the Rockefeller Foundation.*

# About author and IPA-Ghana

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