



Oxford Policy Management

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Learning and adaptation cycles

in an innovative 5 year female economic empowerment programme in Mozambique
(MUVA)

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...and in practice

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Introduction



Learning and adaptation in international development

- Learning and adaptation within programmes are increasingly on the agenda in international development
- There are many challenges:
 - In order to **learn**, you need to be **able to admit mistakes**, which requires **trust**
 - **funder** needs reassurance that **results will be produced**
 - Process needs to include **rapid feedback** loops while still **providing rigorous data**
 - **Active implementing partner**
 - Sufficient **resources**

The programme: MUVA

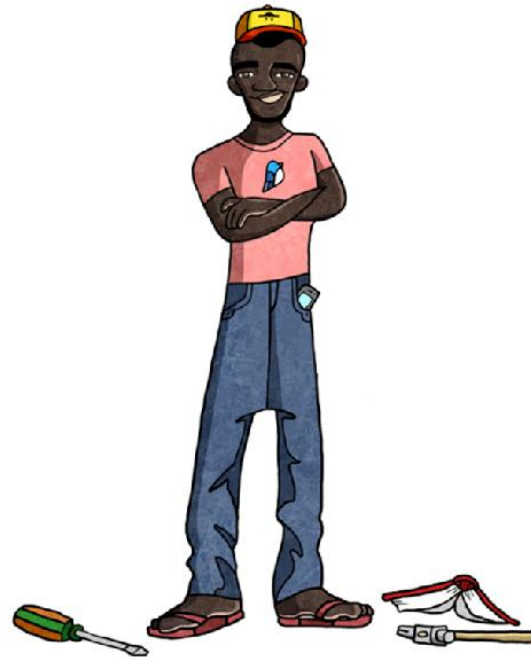
Test

Learn

Adapt

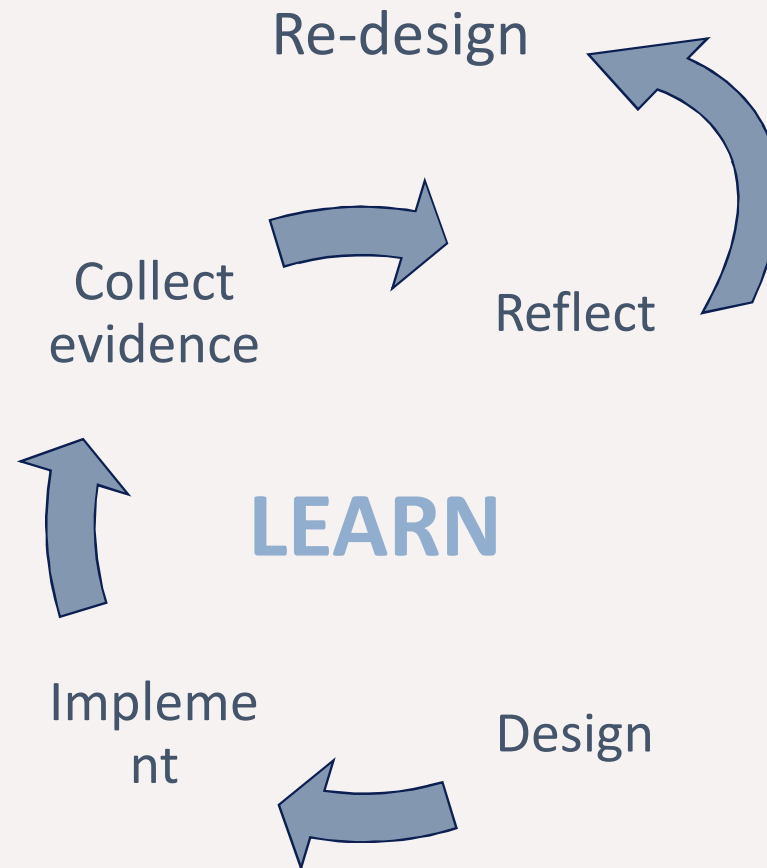


Learning and adaptation cycle in theory

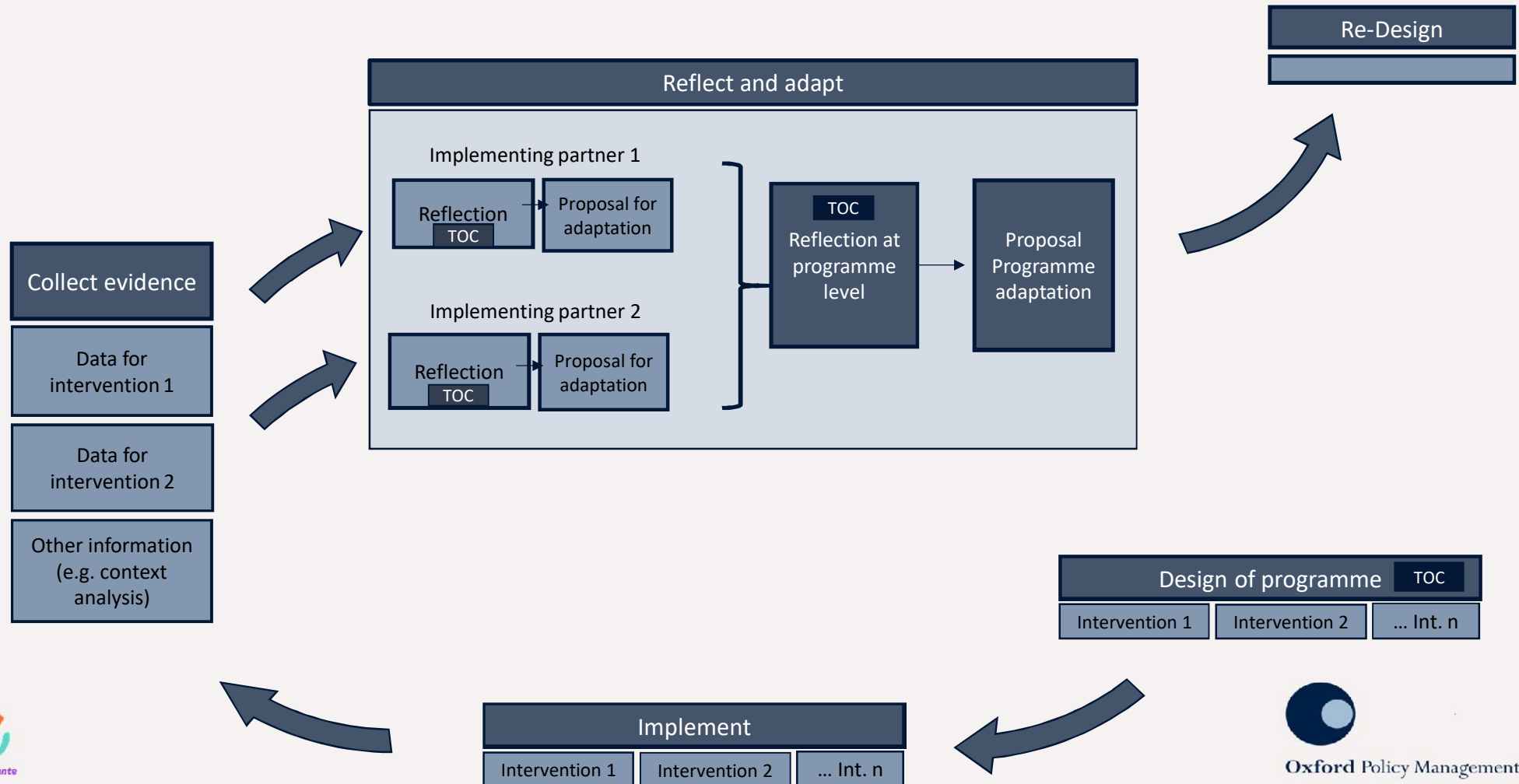


The L in MEL

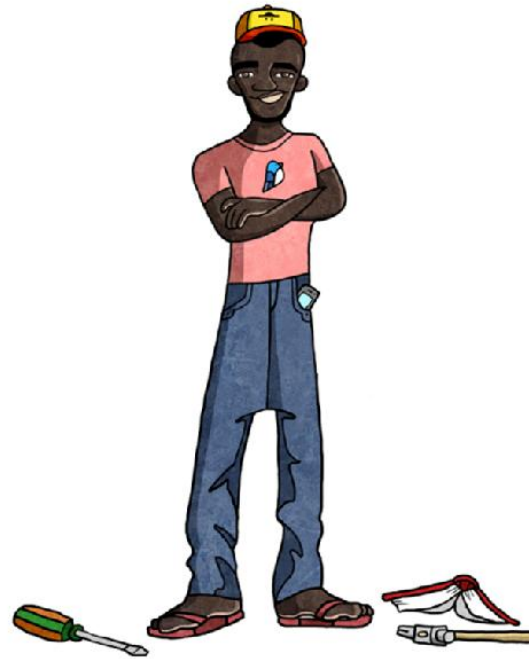
a familiar cycle



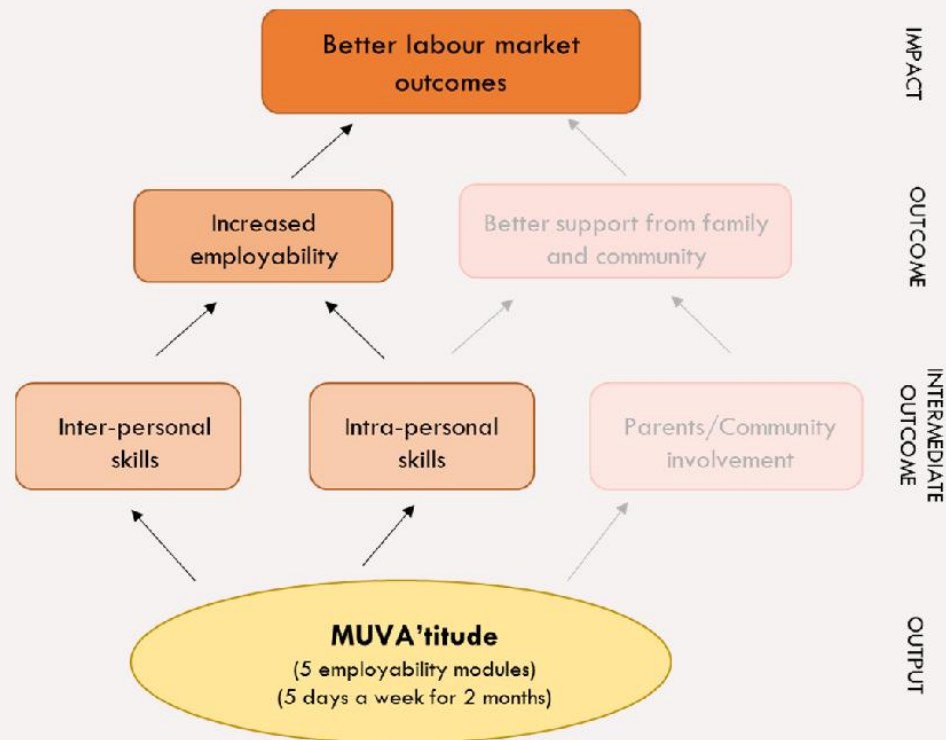
The learning and adaptation cycle



The learning and adaptation cycle... in practice



The MUVA'titude learning and adaptation cycle



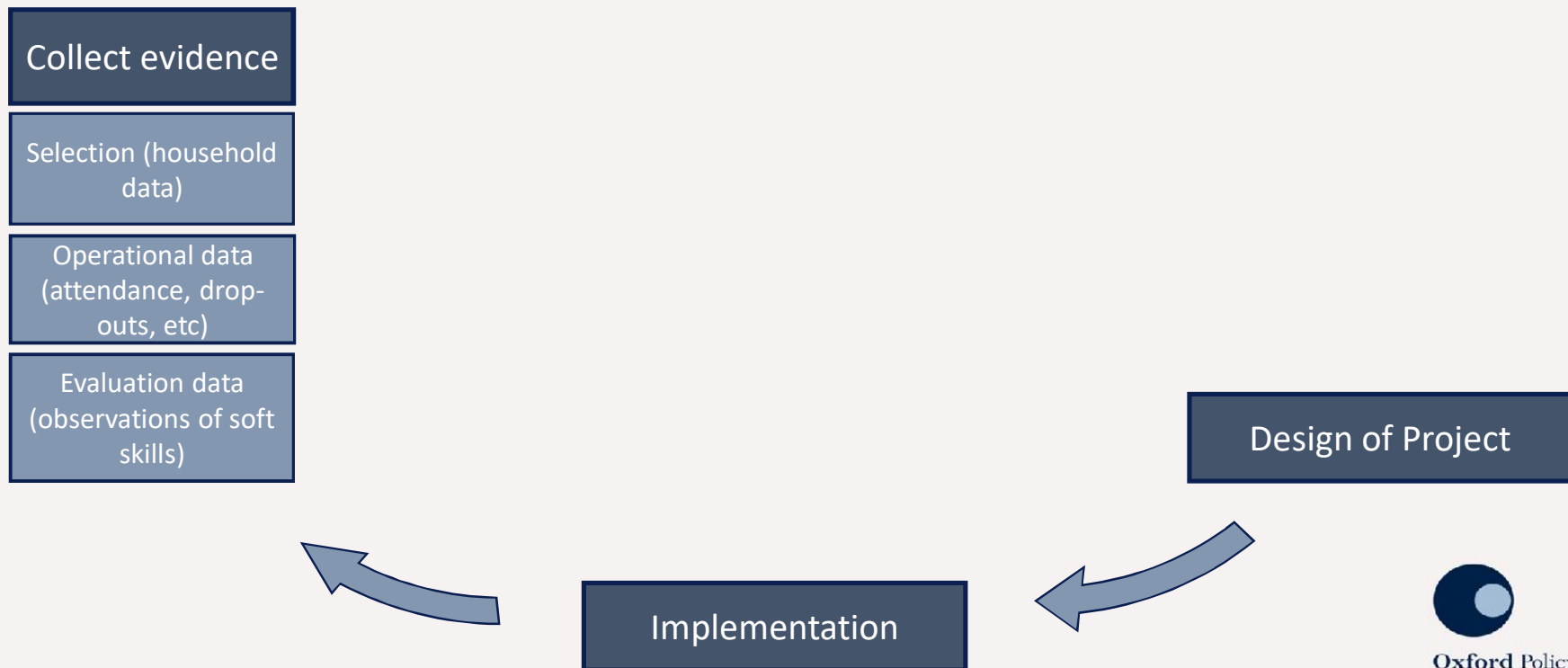
Design of Project

The MUVA'titude learning and adaptation cycle

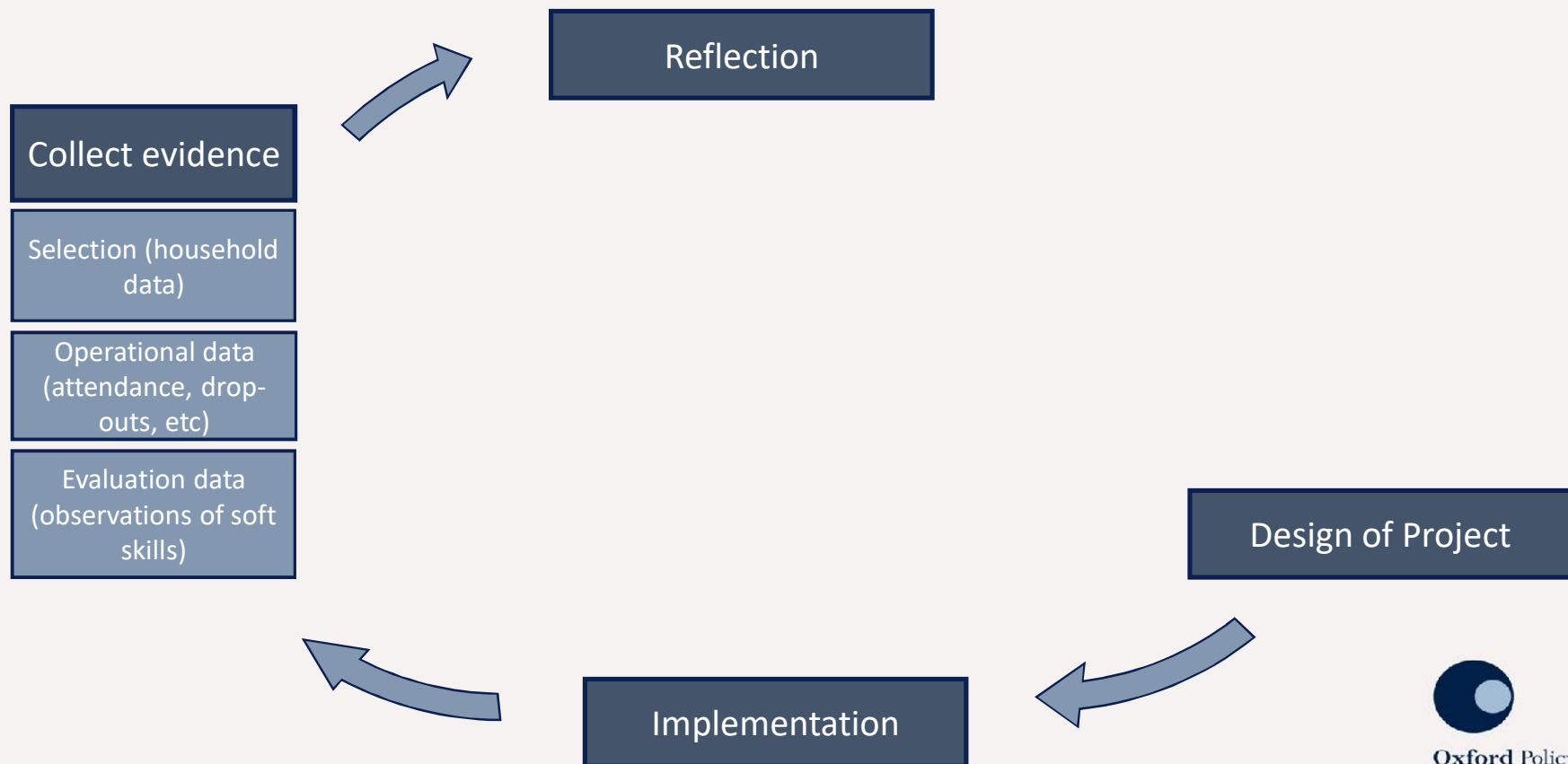


- 4 cycles between 2016 - 2018
- Cycle 1: 300 beneficiaries in Maputo and Beira
- Very vulnerable background, low schooling

The MUVA'titude learning and adaptation cycle



The MUVA'titude learning and adaptation cycle

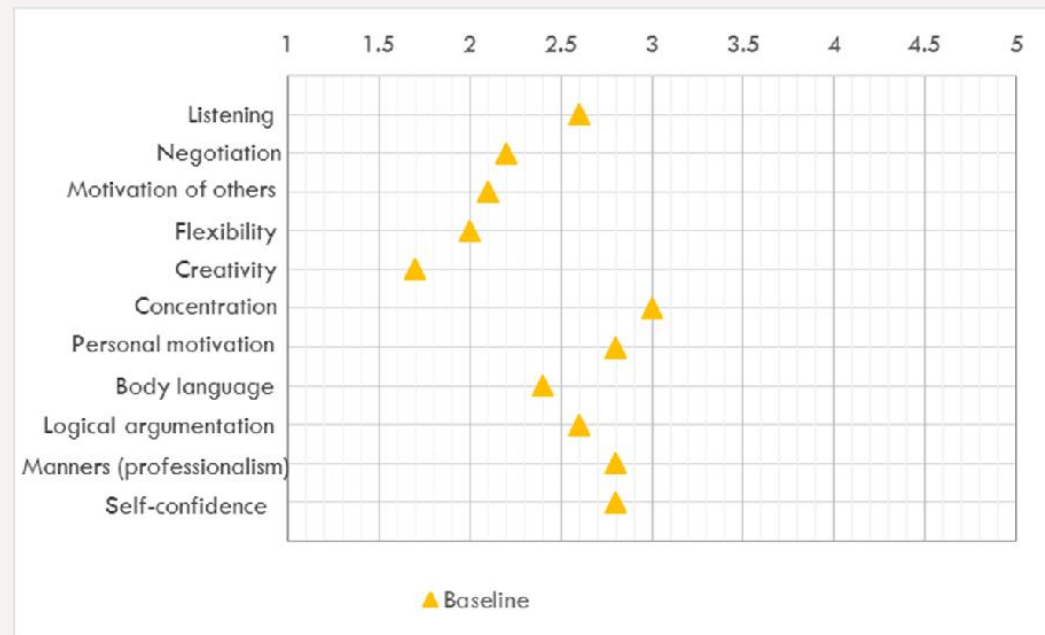


The MUVA'titude learning and adaptation cycle

Reflection



First reflection work-shop after 2 months of MUVA'titude.



The MUVA'titude learning and adaptation cycle

Reflection



First reflection work-shop after 2 months of MUVA'titude.



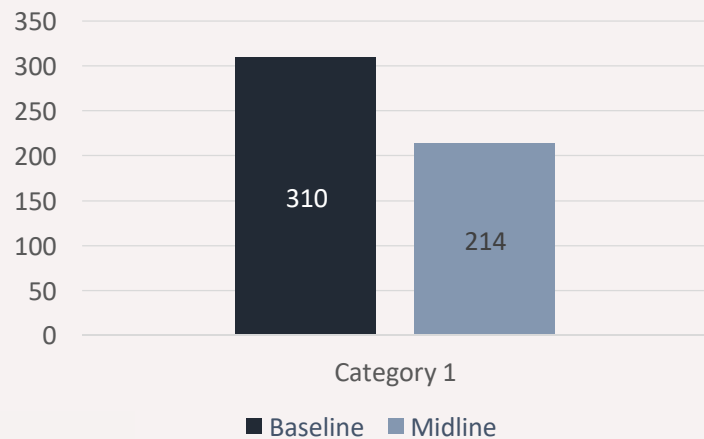
The MUVA'titude learning and adaptation cycle

Reflection

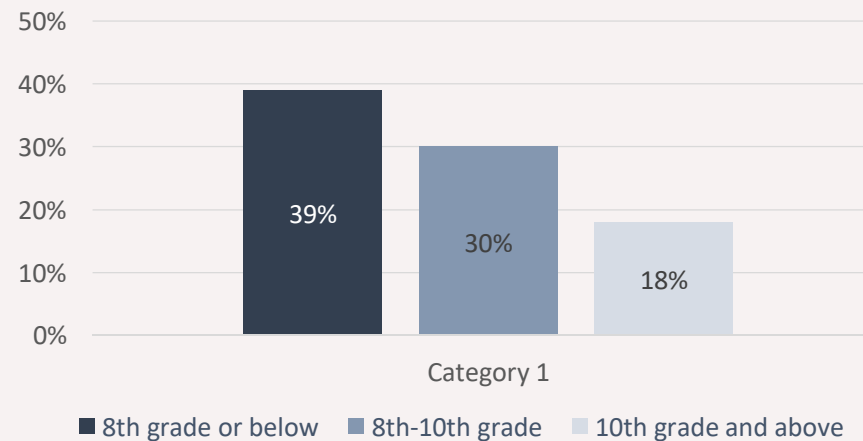


First reflection work-shop after 2 months of MUVA'titude.

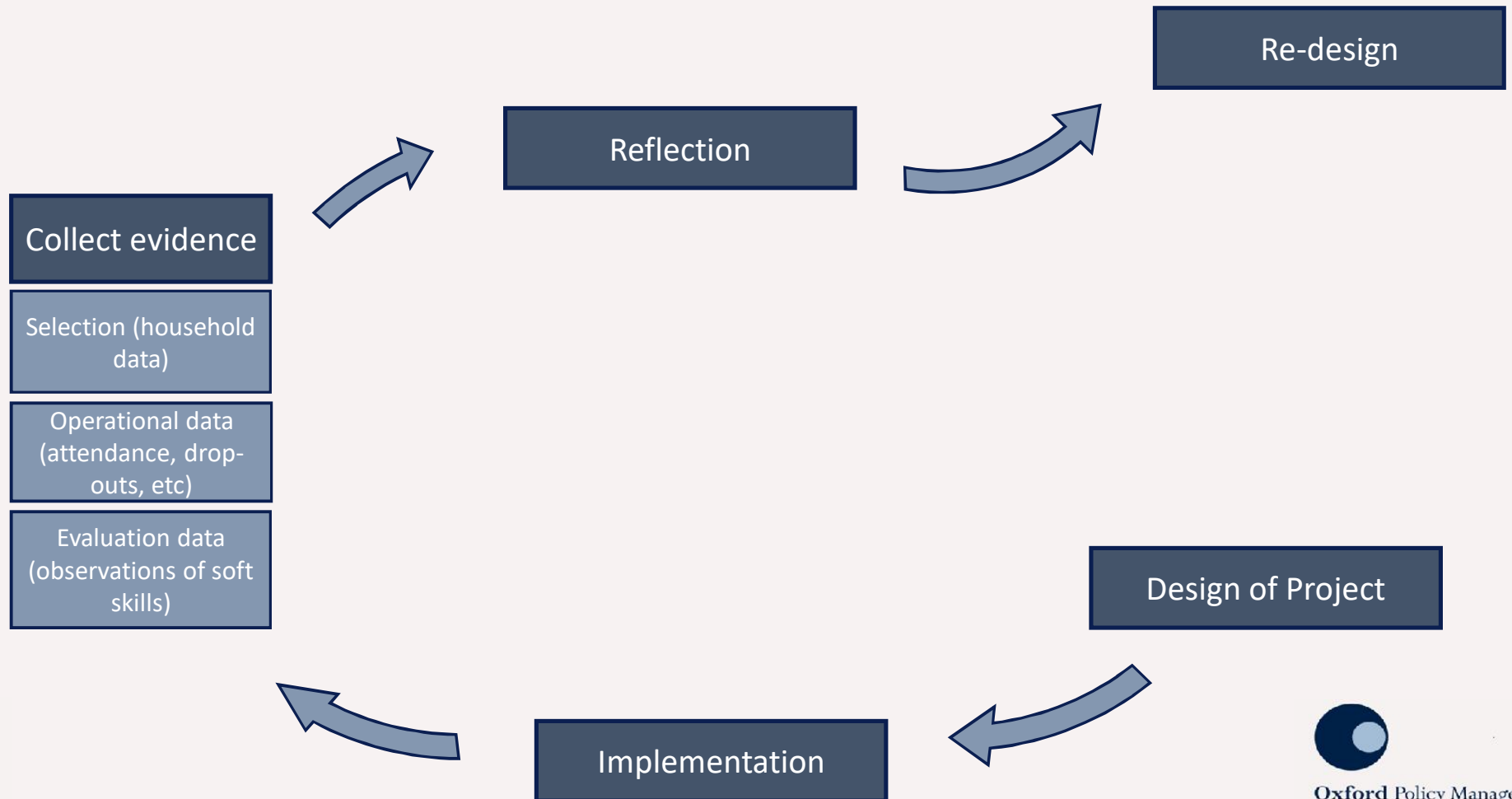
Main issue: Drop-out rate is high!



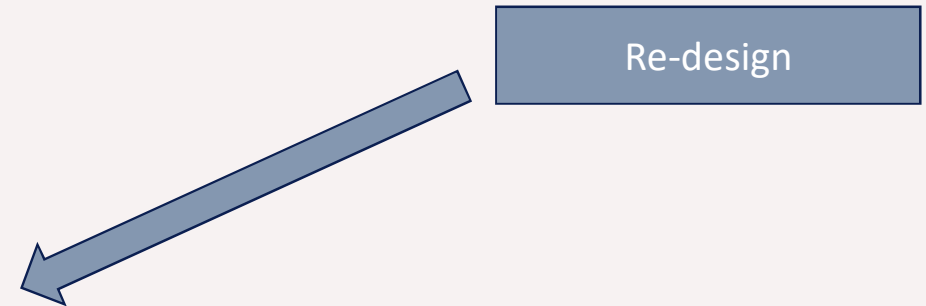
Drop out rate by level of schooling



The MUVA'titude learning and adaptation cycle



The MUVA'titude learning and adaptation cycle



Two options:

1. Re-design the whole intervention to cater better to most vulnerable.
2. Change the target group

+ create a separate intervention more targeted towards the more vulnerable.

Reinforcing characteristics of the learning cycle



Focussing on the implementer helps to create ownership

We ask the implementer:

“Which information do you – the implementer – need in order to know whether you are achieving what you set out to achieve?”

Trust

Initiates a constructive Theory of Change (TOC) discussion

Basis for subsequent reflection

Focussing on the implementer has additional benefits

We ask the implementer:

“Which information do you – the implementer – need in order to know whether you are achieving what you set out to achieve?”

Trust

Initiates a constructive Theory of Change (TOC) discussion

Basis for subsequent reflection

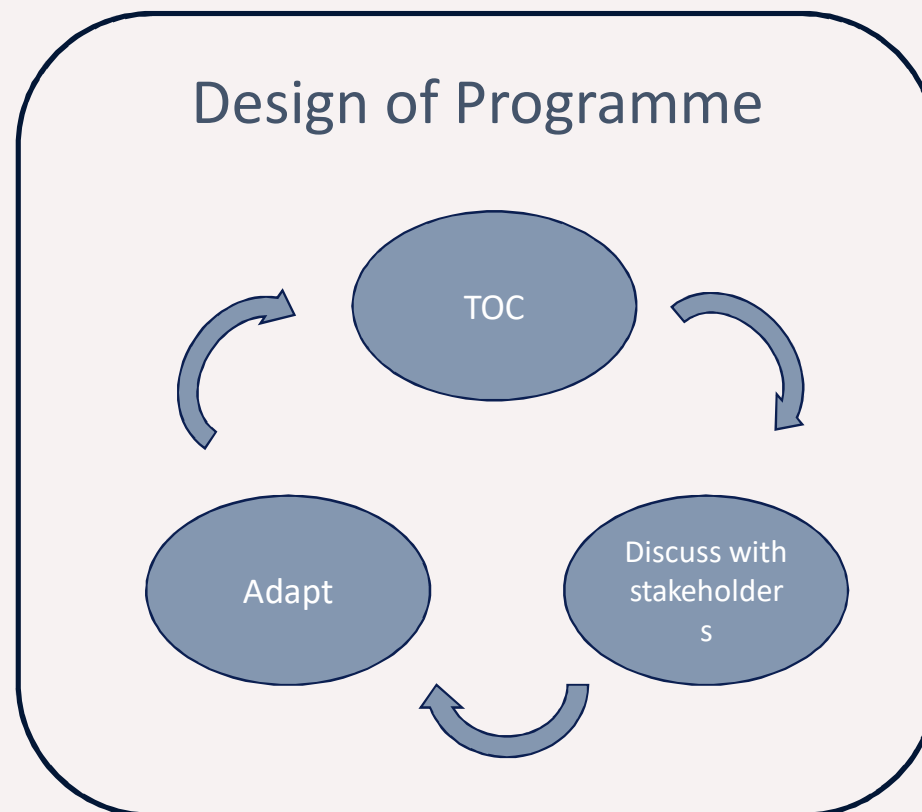
Additional benefits

Sets priorities

Coincides with what funders want to know

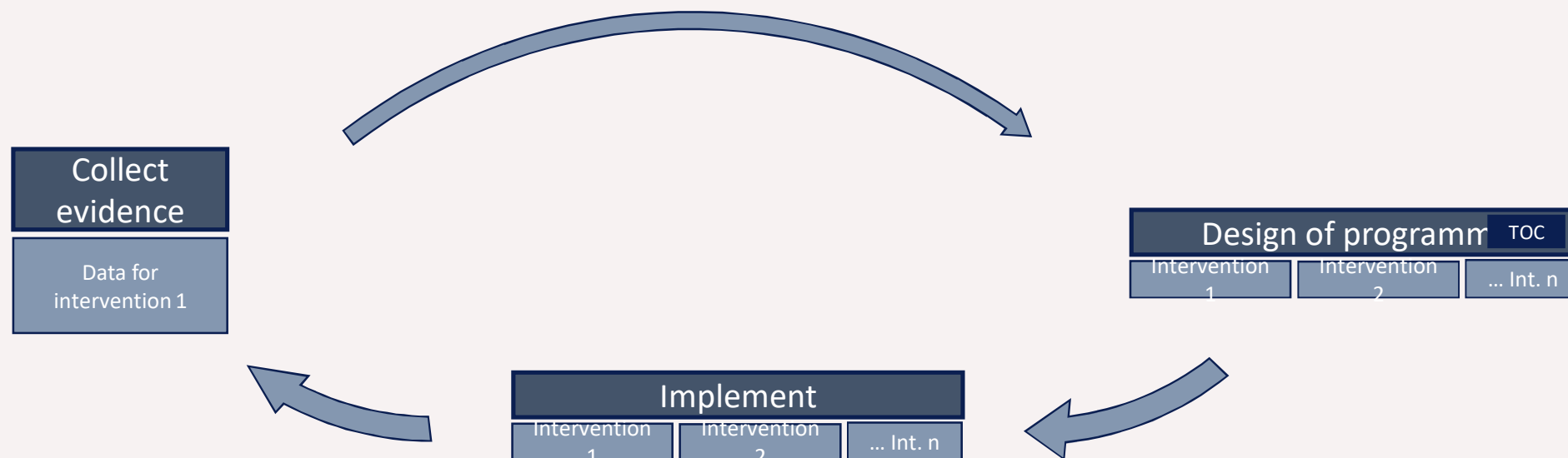
Design and implementation planning is a cycle in itself

- **Expectation:** TOC development and programme design are one-off exercises
- **Reality:** programme design is a short and dynamic learning cycle. There are **multiple feedback loops** often leading to a revision of the TOC before implementation.



Frequent feedback loops lead to a virtuous cycle

Feedback in real-time to implementers improves both efficiency and effectiveness and ...



It starts a virtuous cycle, as it increases appetite for learning from the implementers.

Conclusion



Challenges can be addressed

Challenge 1: ability to admit mistakes

⇒ Trust through ownership and space for reflection

⇒ Early involvement of MEL team

Challenge 2: reassurance to funders

⇒ Framework how learning leads to adaptation

Challenge 3: active implementing partner

⇒ Rapid feedback loops increase appetite for learning

Challenge 4: securing sufficient resources

⇒ Emphasise justification: delivers continuous improvement
in the context of uncertainty

Questions to audience

- What is your experience with learning and reflection in programmes?
- To what extent is it done?
- Are there cheaper ways of doing this, which still results later on?

Bem-vindos e Bem-vindas ao Muva!



If you want more information :
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Or write to:
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MUVA

pensa à frente, faz diferente



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Thank you