



# GATSBY AFRICA & ITAD

## OUR LEARNING PARTNERSHIP

WE ARE PARTNERING WITH ITAD TO STRENGTHEN OUR PROGRAMMES AND THEIR ABILITY TO LEARN AND ADAPT.

We want to:

- Refine the conceptual framework we use to think about whether the sectors we work in are building the underlying conditions they need to become resilient and survive and thrive in the long-term
- Strengthen our measurement frameworks to better track the underlying health of sectors and their progress towards transformation
- Further empower our programmes to adapt and flex based on their learning

### WHY GATSBY AFRICA?

Gatsby's mission is to create jobs, raise incomes and reduce poverty in East Africa by accelerating inclusive and resilient economic growth.

We aim to achieve this through three interlocking objectives. We fund and implement programmes that look to catalyse and influence large-scale and lasting change in priority sectors – such as cotton in Tanzania. We also build and support local organisations dedicated to transforming sectors.

Finally, we aim to greatly multiply our impact by sharing what we are learning with others who are also trying to accelerate growth and reduce poverty.

Our freedom as a private foundation gives us the space to test new solutions to stubborn problems. In too many cases we have seen development programmes (including some of Gatsby's own previous efforts) record strong initial impact only for this to ebb away; contribute to thriving sectors only for these to later collapse.

We think this is because programmes focused on initial impact have lost sight of whether the sector they are operating in is building the very resilience - in terms of its underlying governance, systems and capabilities - that will determine whether that impact lasts.

To address this, we are trying to develop a framework of 'sector conditions' to track the underlying health of a sector. We are working to see how we can use this framework to ensure that our programmes are focused on building the underlying conditions to achieve resilience.

We also want to reorient our measurement frameworks so that we can tell whether a sector is truly progressing on a journey to transformation – or simply entering another cycle of boom and bust.

This will let us know if our programmes need to adapt activities - or even whole strategies - and ensure we are not mistaking short-term fixes for long-term and lasting change.



## WHY ITAD?

Itad is a specialist in monitoring, evaluation, research and learning. An independent consultancy founded in 1984, Itad provides the insight and ideas needed to ensure that the resources invested in international development have the greatest possible impact on people's lives.

Itad specialises in:

- Evaluating large, multi-disciplinary programmes, policies and organisations
- Designing and implementing complex monitoring and evaluation systems
- Training, capacity building and lesson learning in monitoring and evaluation

Itad has wide-ranging experience across the development sector and brings to each project an in-depth understanding of key issues and considerations in development effectiveness.

Itad is supporting a variety of private sector and economic transformation programmes in developing countries to strengthen the results that they deliver. Over recent years Itad has played a leading role in the design and evaluation of market development programmes. Itad has considerable experience in East Africa.

## INITIAL WORK

- **REFINE GATSBY'S CONCEPTUAL FRAMEWORK & RELATED MEASUREMENT FRAMEWORKS** – Itad and Gatsby will work together to refine the conceptual framework Gatsby uses to think about whether our programmes are helping to build the underlying conditions needed to create resilient sectors. Itad will then help Gatsby make any necessary changes to their measurement frameworks, ensuring they better track the underlying



WE WORK IN HUGE COMPLEX SECTORS AND WHAT WE'RE LOOKING FOR IS HIGHLY AMBITIOUS.

A SECTOR CAN'T JUST BE COMPETITIVE NOW. IT HAS TO HAVE THE UNDERLYING CAPABILITIES AND GOVERNANCE TO SURVIVE AND THRIVE IN THE LONG-TERM.

THAT LEVEL OF COMPLEXITY, AMBITION AND DEPENDENCE ON OTHERS MEANS WE HAVE TO MAKE ASSUMPTIONS, TEST THEM, LEARN FROM THE EVIDENCE, AND ADAPT OUR STRATEGIES WHERE REQUIRED.



health of sectors and their progress towards transformation; generate more evidence about which programme activities are working and which are not; and strengthen programmes' abilities to adapt and flex based on their learning.

- **BUILD MEL CAPACITY IN GATSBY PROGRAMMES** – Itad will provide reviews and support to help programmes assess their intervention-level and overall results chains and measurement frameworks. Itad will also provide demand-driven technical support on a range of technical measurement approaches. Itad will bring their experience of using a wide range of measurement approaches across different thematic areas.
- **BUILD MEL CAPACITY IN GATSBY-SUPPORTED ORGANISATIONS** – Our partner organisation Kenya Markets Trust (KMT) have an ambitious new operating plan and at the heart of this is developing and maintaining a robust Performance Measurement Framework. Itad will support KMT in developing this, using KMT's new sector strategies as a starting point. Itad will also support KMT in monitoring their own progress as an organisation.

## HOW TO GET INVOLVED

We are eager to share what we learn and to gather lessons from others engaged in similar work. We also want to better understand the challenges others are facing in their efforts to transform sectors/markets/industries, so that we can focus our learning and sharing on the topics most relevant to Gatsby and to others.

To register your interest in the results of our learning partnership with Itad, and to start a conversation with us, please get in touch by emailing [learning@gatsbyafrica.org.uk](mailto:learning@gatsbyafrica.org.uk).

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