

THE SADRI EXPERIENCE WITH OUTCOME-ORIENTED MONITORING, EVALUATION AND LEARNING (MEL)

Southern Africa Drought Resilience Initiative (SADRI)

- From 2020-23, the World Bank led the Southern Africa Drought Resilience Initiative (SADRI) with the aim of catalyzing uptake and investment in a proactive, multi-sector and multi-level approach to drought resilience in the 16 SADC Member States.

SADRI had a two-pronged approach:

- i) Developing analytics to fill knowledge gaps and advise counterparts on drought risk management strategies.
- ii) Catalyzing behavior changes in priority actors so they engaged, took ownership and sustained processes of change.

Why a participatory, outcome-oriented monitoring framework?

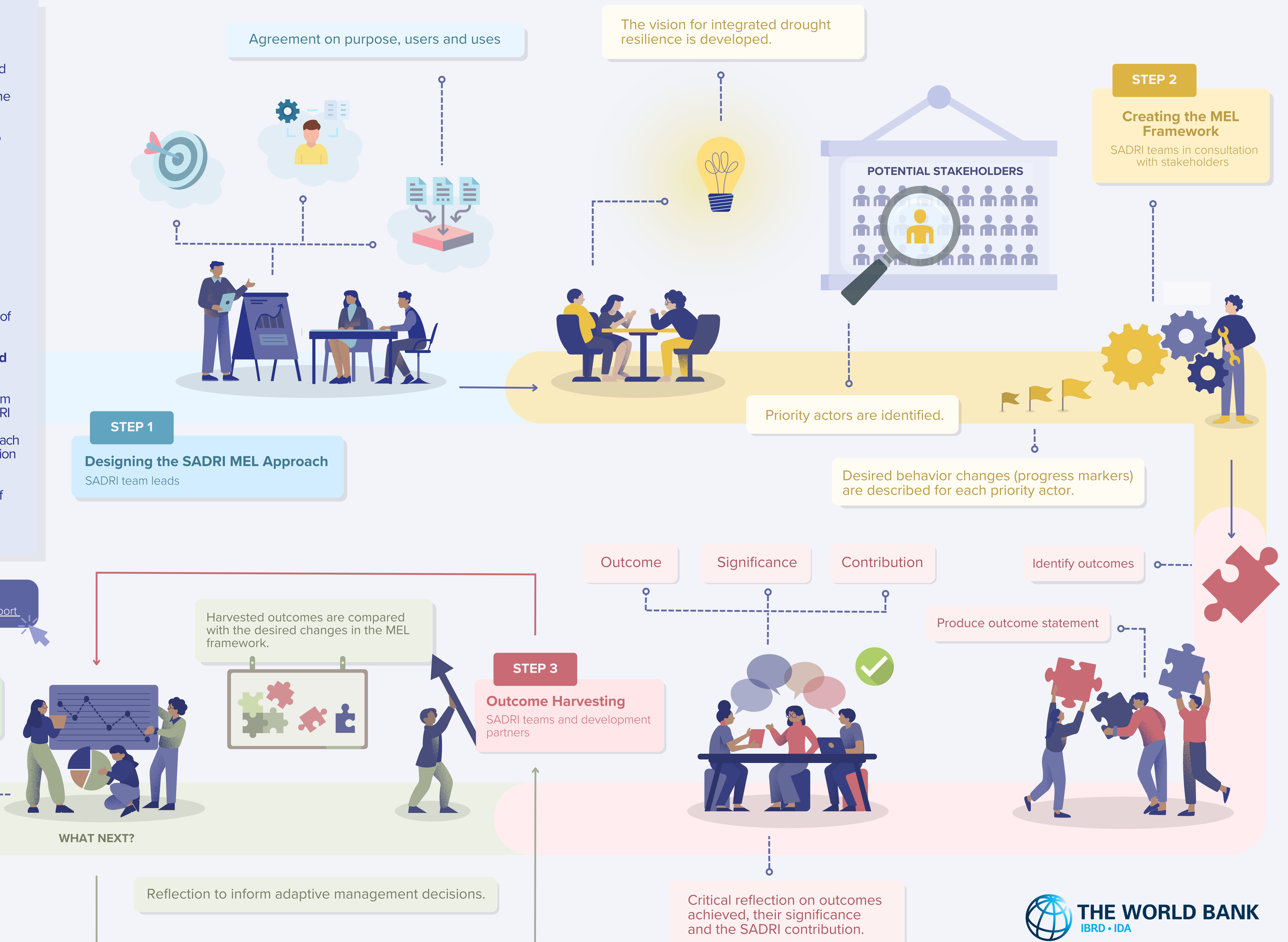
- Faced with the complex and long-term challenge of catalyzing change, SADRI needed to complement activity and budget monitoring with a MEL approach that supported innovation, collaboration and adaptive management.
- The MEL framework was a fusion of Outcome Mapping and Outcome Harvesting.

Discover more:
[SADRI MEL report](#) | [SADRI Synthesis report](#)

STEP 4

Outcome Sensemaking

SADRI team & thematic and country staff



SADRI THEORY OF CHANGE

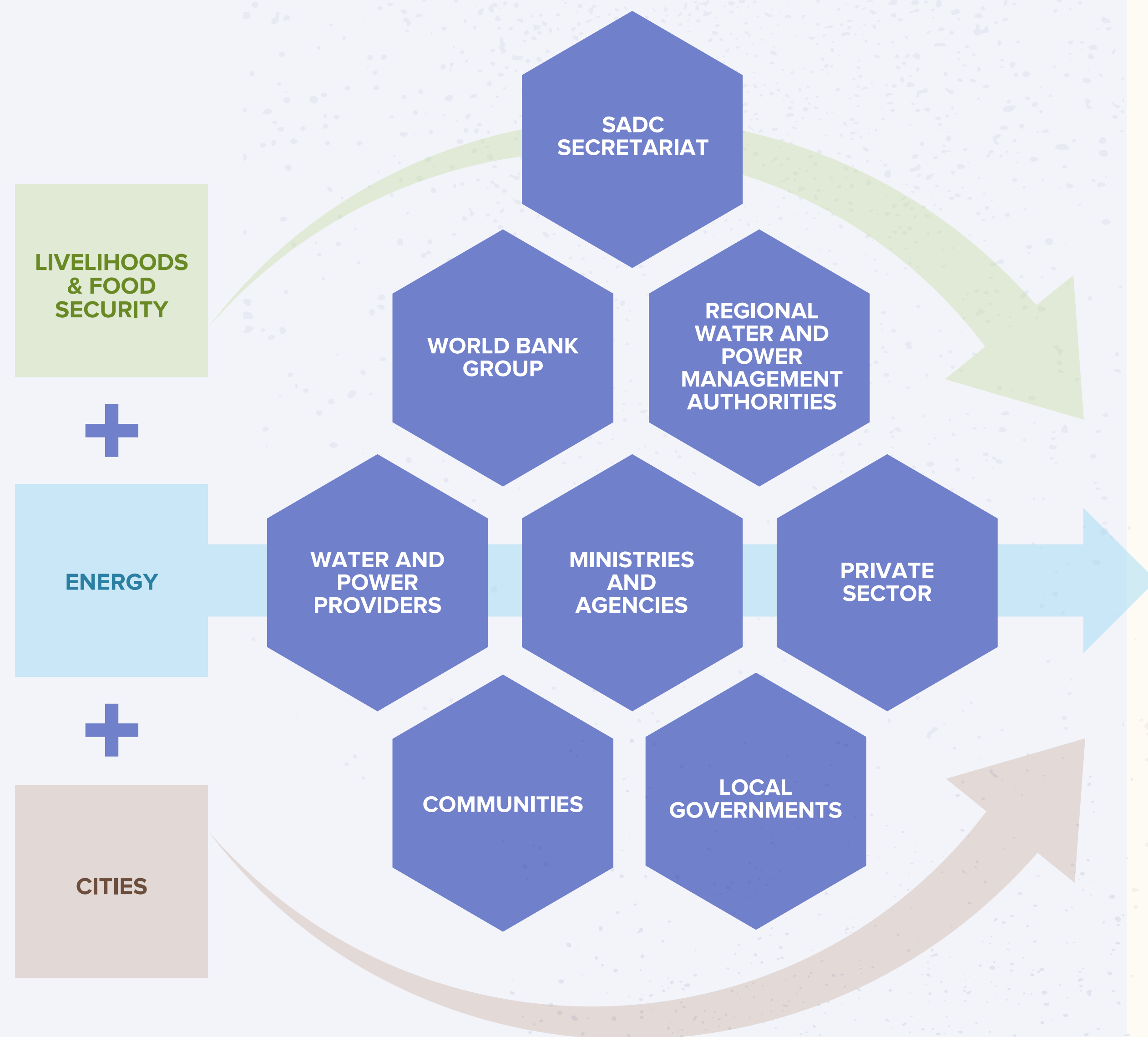
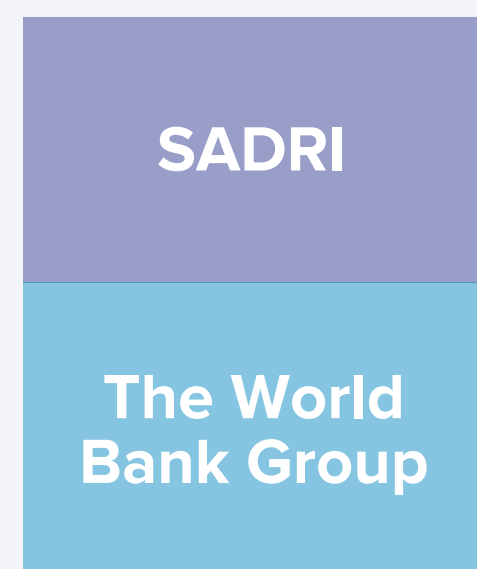
MONITORING, EVALUATION & LEARNING

SADRI'S VISION

ENGAGEMENT STRATEGIES, ACTIVITIES & OUTPUTS

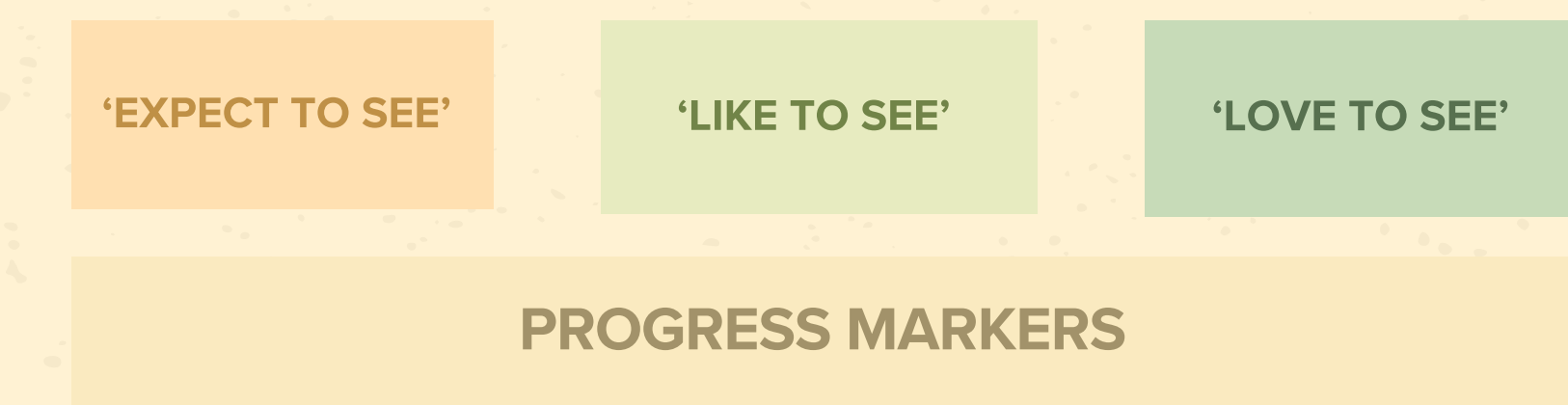
PRIORITY ACTORS TO ENGAGE / SUPPORT

OUTCOME HARVESTING & SENSEMAKING



OBSERVED CHANGES IN BEHAVIOR

INTERNAL ACTORS	EXTERNAL ACTORS
<ul style="list-style-type: none"> Country teams Regional energy teams Task Team Leaders Peers Global Units Practice groups Country Management Units 	<ul style="list-style-type: none"> Local governments National governments Service providers Natural resources management agencies Private sector Development partners



Our vision is a drought-resilient SADC region in which governments, institutions, communities and households are able to withstand drought and associated economic shocks, benefitting all citizens.

Inspired by others in the region and new tools and insights, countries cities and regional bodies will invest and welcome international investment and technical advice in order to realise an integrated approach to drought risk management that is proactive and coordinated.

With these new tools, countries will be able to better implement and coordinate drought resilience strategies within and across borders and sectors.



ADDED VALUE



- **Sustainability of changes.** The outcome-oriented approach focused the team on catalyzing behavior changes in others to sustain change processes.
- **Adaptive management.** Comparing observed outcomes with anticipated changes (progress markers) helped the team take stock of progress and recalibrate next steps.
- **A change narrative.** The documented outcomes complemented the quantitative measures of progress used in indicator reporting.
- **New skills.** Team members gained experience in outcome-oriented thinking and practices.

CHALLENGES



- **Additional resources were needed.** Outcome-oriented monitoring was an additional task for team members.
- **No face-to-face events were possible because of COVID-19.** The engagement of external actors could have been greater with in-person engagement opportunities.
- **Initial learning investment.** Team members had to learn how to document anticipated and observed changes as outcomes.

SUCCESS FACTORS



- **Championing of the participatory MEL approach.** The team leads articulated the rationale for using the approach and created a team culture in which participation was expected.
- **Time and space for a participatory, learning-oriented process.** The team used the outcome harvesting and sensemaking workshops as the main spaces to reflect on progress.
- **Expertise and support.** An expert in outcome-oriented MEL was engaged to design, facilitate, and coach the team in using the outcome-oriented MEL process.