**CHIME SERIES |**

Measuring the Complicated and Complex: Incorporating Complexity-Aware Methods in Monitoring, Evaluation & Learning

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# What is Ripple Effects Mapping?

REM is a participatory method to understand the different effects (or ripples) a complex program has on a community or beneficiary.

The method includes stakeholder discussion and a visual mapping of these ripples.

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# When, where and why to use REM?

- Complex evaluations when difficult to deductively identify outcomes or impact

- Want to uncover unanticipated consequences

- Is not a standalone evaluation method, but part of a larger learning and evaluation strategy

# To do REM effectively, you need:

**STRONG FACILITATION SKILLS**

- Soliciting meaningful discussions among the group
- Creating an environment for open communication
- Organizing time and group management

REM sweet spot

**STRONG EVALUATION SKILLS**

- Interviewing groups
- Analyzing data in real time (rapid, on the fly)
- Developing thematic categories
- Identifying causal pathways among the "ripples"

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# Components of REM

**01** APPRECIATIVE INQUIRY INTERVIEWS

**02** GROUP REFLECTIONS AND MAPPING

**03** PRELIMINARY ANALYSIS



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# 01 Appreciative Inquiry Interviews

## PROCESS

- Peer to peer interviews in pairs

- Use a set of standard questions, and stick to the script (with some allowance for follow ups)

- Practice active listening skills
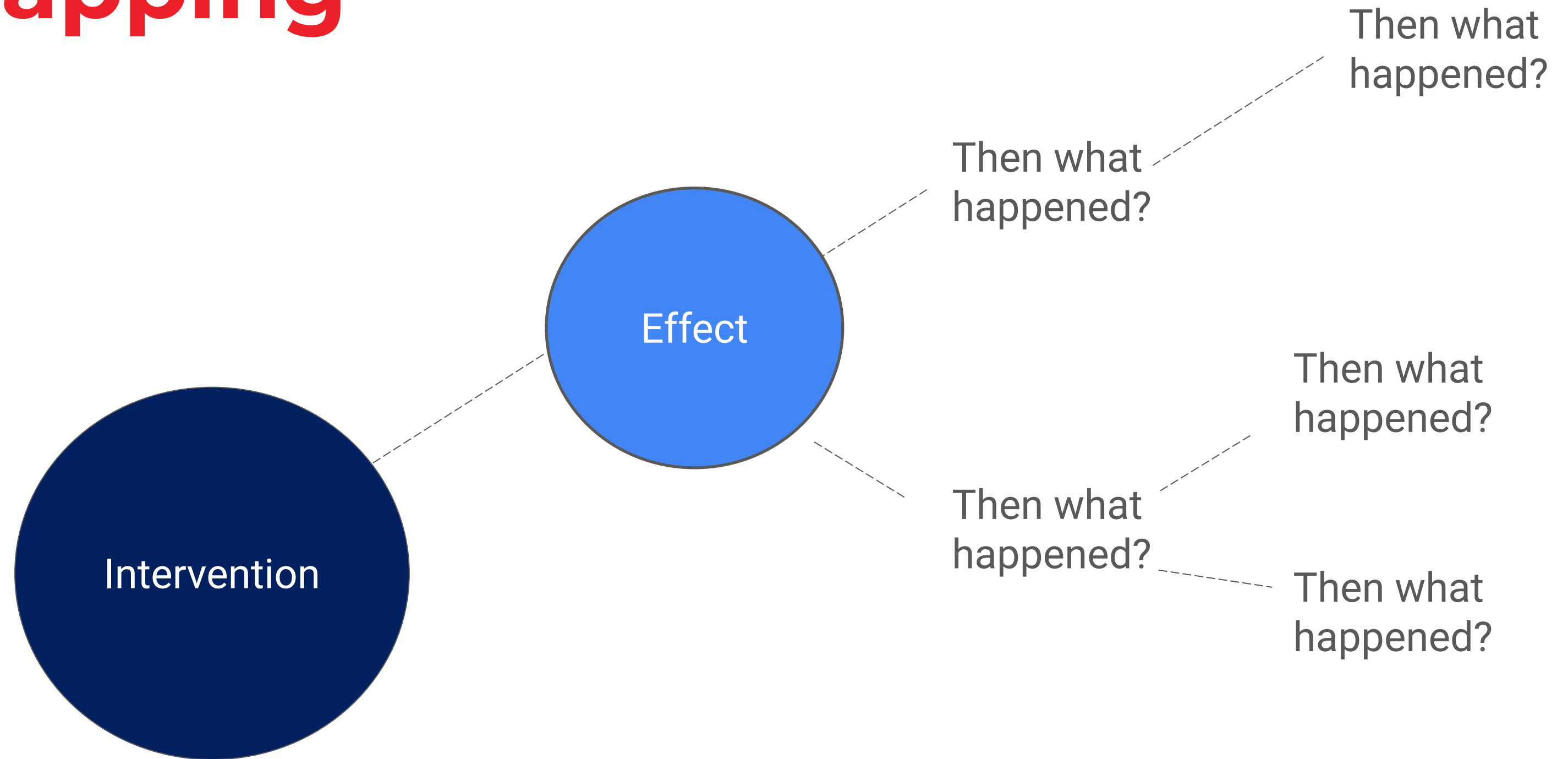
- Take good notes!

## CONTENT

- Tell a story about …

- What is an achievement or success you had based on …

- Has the project helped to maintain or improve …

- What new or deepened collaboration/ partnerships, etc. have you made as a result of …

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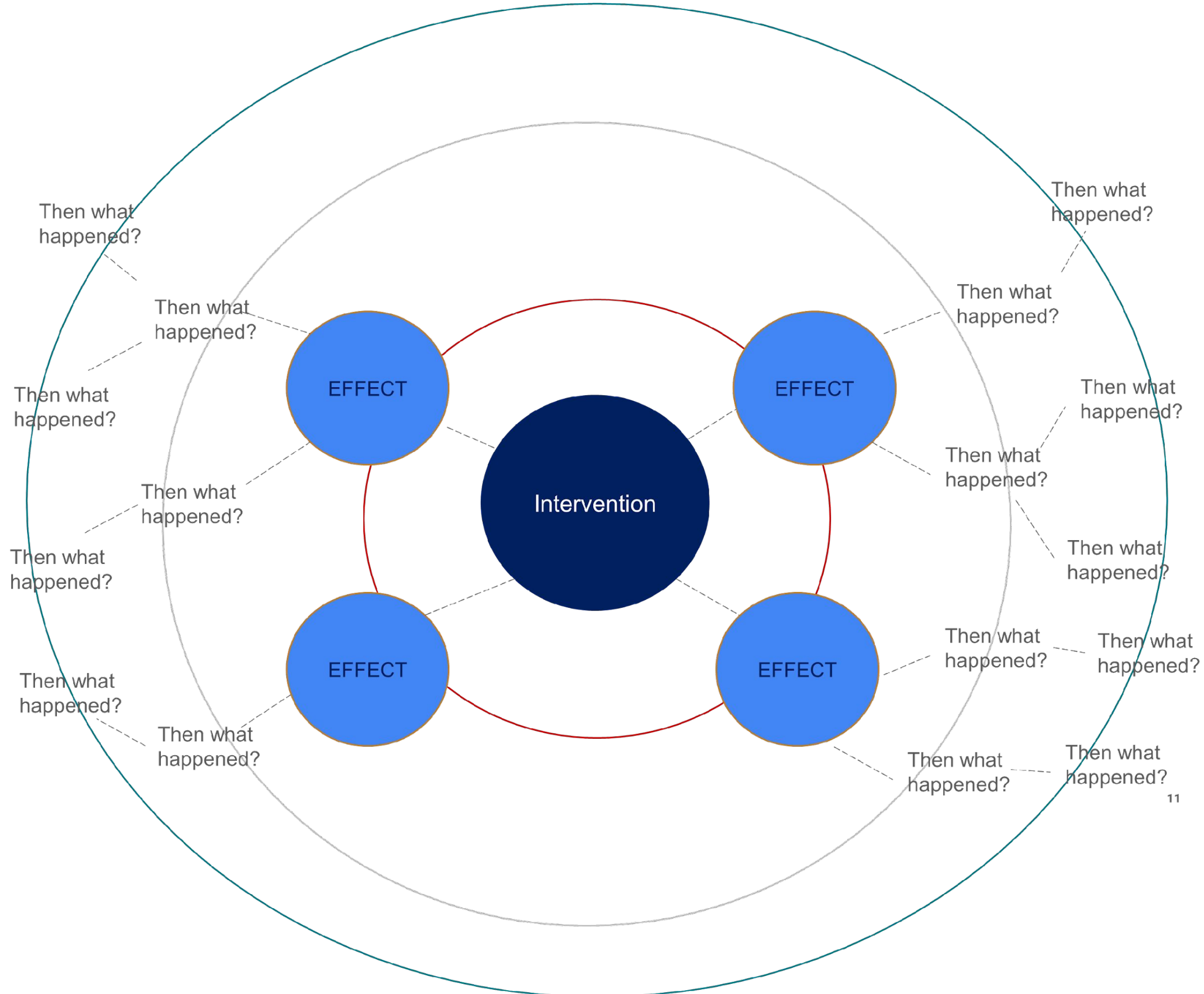
# 02 Group reflections …

- Each pair to offer one story (only one at a time)
- Facilitator probes:

    - Then what happened?

    - Who was involved?

    - What skills, approaches or tools were involved?

    - What are people doing differently?

    - How have relationships changed?



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# ...and mapping

Then what happened?

Then what happened?

**Effect**

Then what happened?

Then what happened?

**Intervention**

Then what happened?

- Has anyone had a different experience?

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# 03

# Preliminary analysis

## PROCESS

- Group reflection based on collective mapping

- Open and participatory discussion

- Everyone reflecting on the map as a whole

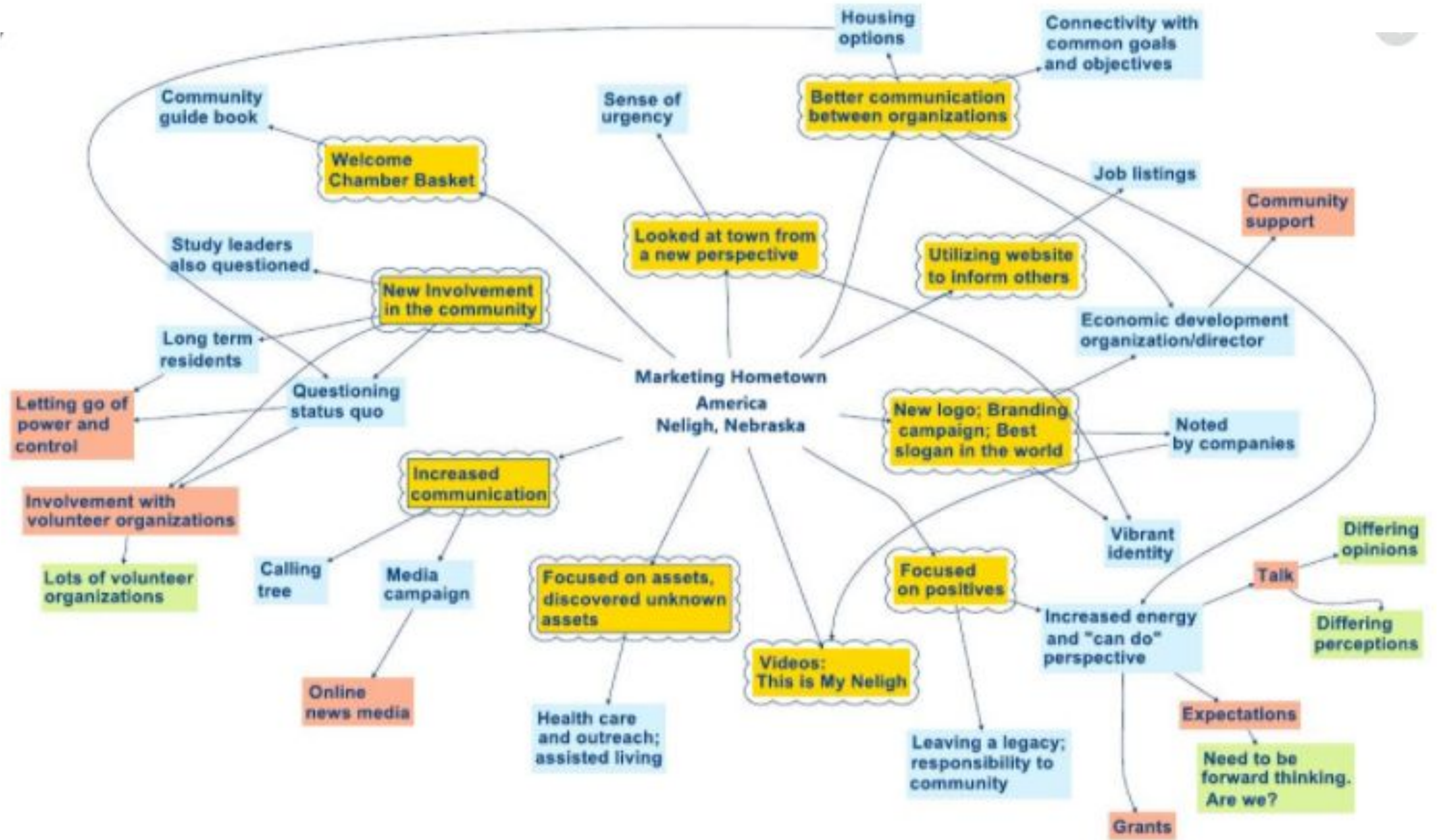- Use different colors or shapes to map out the ripples and pathways

## CONTENT

- What is the most significant change or ripple?

- How are these ripples different from each other?

- Is there anything missing from this map?

- What should we do next?

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# In depth analysis using 1 or more REM processes

- Data can be entered into a data mapping software, but this can also be done using excel, nVivo or other qualitative software

- Review maps and identify any additional connections, particularly looking across REMs

- Compare with themes from other qualitative or quantitative analysis done

- Use notes to provide more insight

- Link quotes to the map if possible

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**Example**

Marketing Hometown America — Neligh, Nebraska (concept map)

- Housing options
- Connectivity with common goals and objectives
- Community guide book
- Sense of urgency
- Better communication between organizations
- Welcome Chamber Basket
- Job listings
- Community support
- Study leaders also questioned
- Looked at town from a new perspective
- Utilizing website to inform others
- New Involvement in the community
- Economic development organization/director
- Long term residents
- Letting go of power and control
- Questioning status quo
- New logo; Branding campaign; Best slogan in the world
- Noted by companies
- Involvement with volunteer organizations
- Increased communication
- Vibrant identity
- Differing opinions
- Lots of volunteer organizations
- Calling tree
- Media campaign
- Focused on assets, discovered unknown assets
- Focused on positives
- Talk
- Increased energy and "can do" perspective
- Differing perceptions
- Online news media
- Videos: This is My Neligh
- Leaving a legacy; responsibility to community
- Expectations
- Health care and outreach; assisted living
- Need to be forward thinking. Are we?
- Grants

# Benefits and Limitations of REM

**BENEFITS**

- Simple and cheap
- Able to capture impacts of complex work
- Effective communication tool
- Motivating, engaging and creates positive energy
- Post data collection analysis time is reduced compared to traditional FGDs

**LIMITATIONS**

- While it aims at collecting the intended and unintended outcomes, it often results in getting the good, not the bad
- Interviewers are not experts (Peer to peer)
- Participants may not have complete information about all outcomes

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Let's watch a video of a mock REM group reflections and mapping session

# Overview of Our Work

**Data Use Kenya** is being implemented in 4 urban counties in Kenya and it seeks to build on our previous experience to develop adaptable models for operationalizing and scaling the people and process components of the IMPACT Teams approach. The approach is people-centered and data-driven which encourages data review teams to use data and information analysis for evidence-based performance monitoring, to allow continuous improvement of supply chains.

**Supply Chain Alternatives for the Last Mile (SCALE)** aims to address inequities in access to health commodities through developing sustainable, scalable, and community-based distribution models that reach underserved, remote communities by improving supply chains in Samburu, Turkana, Wajir, and Mandera (Arid and Semi Arid regions).

**Potency** seeks to improve and standardize vaccines cold chain temperature monitoring processes and increase data use to inform operations and management actions at all levels for vaccine management and it is implemented in Nairobi, Mombasa and Turkana.
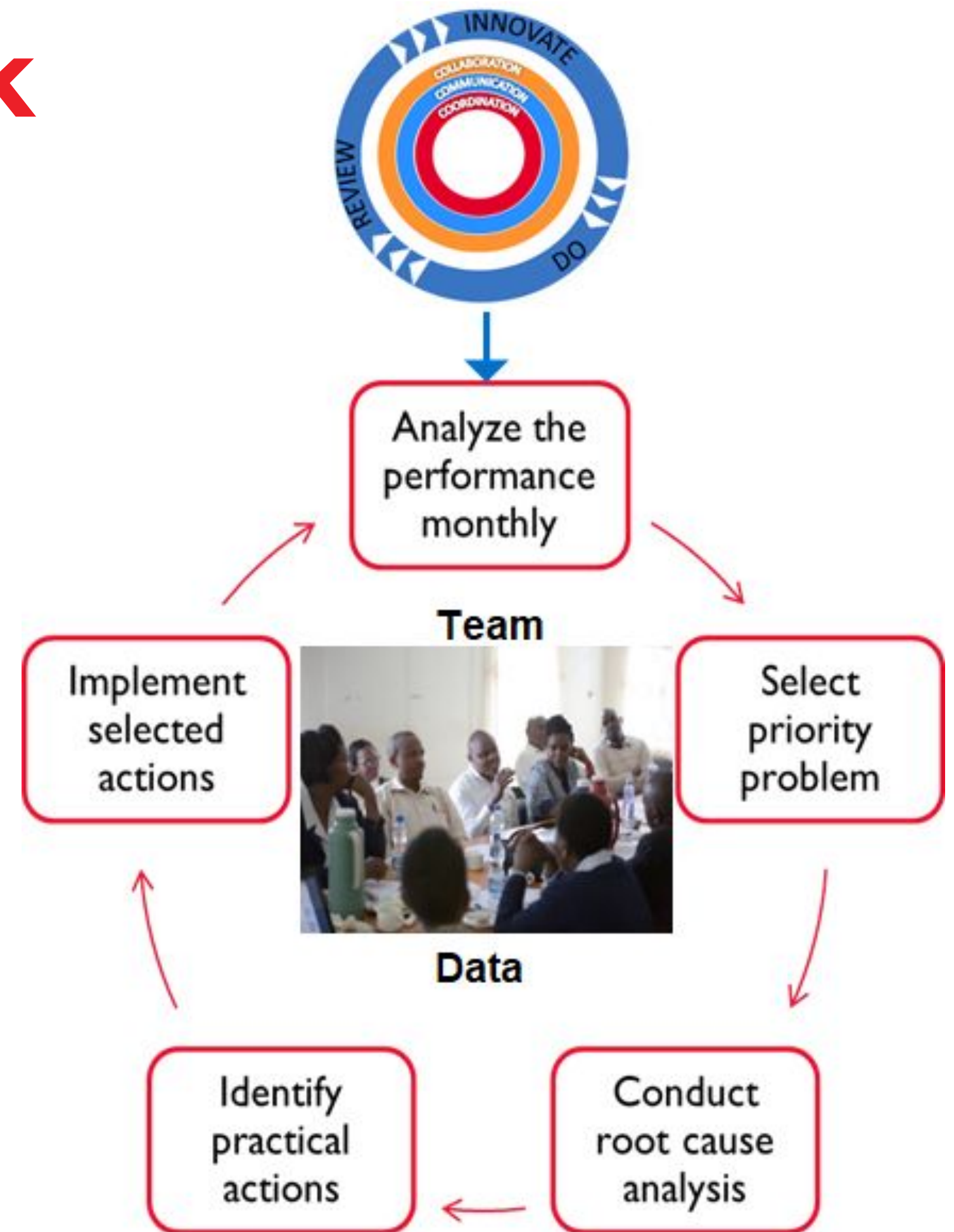
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# How did we settle on using REM

## inSupply Health Goal 2

To create a learning organization committed to generating knowledge and applying innovation to address the evolving needs of the end user

## Learning Organization Guiding Coalition

The coalition has been working closely with the technical team to infuse learning into our work

They identified participatory evaluation methods that we have used in our work

- REM
- Outcome Harvesting

## Why did we choose to use REM

In addition to the benefits we listed, we wanted to evaluate our work using a simple method that could easily fit into other routine project activities

All the 3 work streams utilized the cross learning forums to conduct REM

# Research Questions - Data Use Project

**Primary question:** What are the intended and unintended outcomes of implementing IMPACT Teams in Mombasa/ Nairobi/Nyeri/Trans Nzoia County?

**Secondary questions**

1. What has been the most helpful part of IT iapproach?
2. What are the major changes as a result of IT approach?
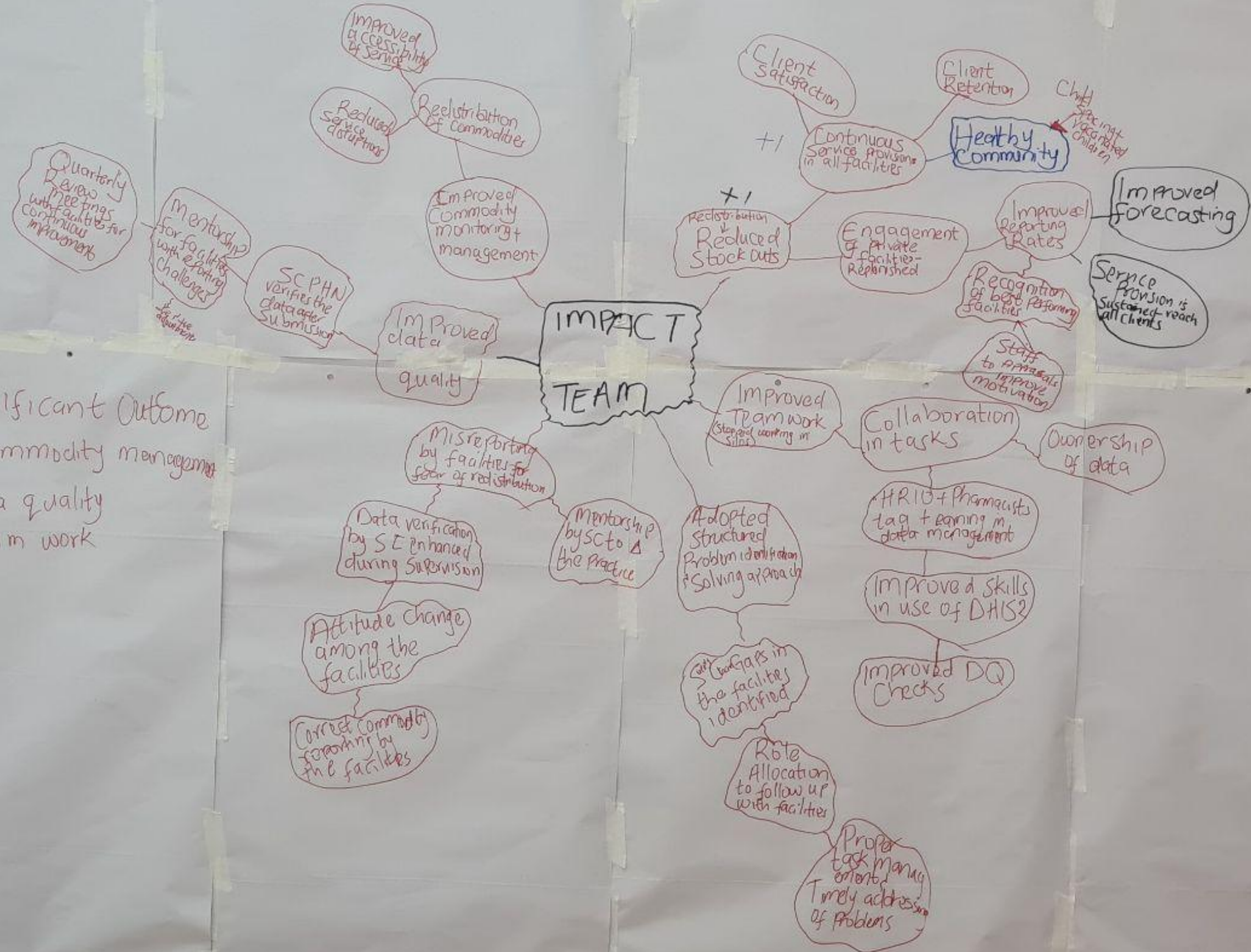3. What are the unexpected results of IT approach?

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# Examples of Outcomes identified during Data Use Kenya Cross Learning Forums using REM

## Intended Outcomes

1. Improved performance of SC KPIs such as reporting rates, data quality and wastage rate
2. Improved commodity management at sub county and facility level
   a. Redistribution of commodities
   b. Elimination of artificial stock-outs that resulted from incorrect reporting by facilities
3. Improved data management and ownership
4. Improved teamwork and cohesion
5. Reduced over reliance on certain members due to role rotation
6. Use of the IT approach in other meetings e.g. MPDSR

## Unintended outcomes

1. Improved performance of other programs outside of FP and Immunization - Some teams integrated review of HIV, TB, Lab, Malaria and Nutrition programs in their IT meetings
2. Enhanced skills for virtual meetings and the realization that 'virtual' can be as efficient as 'physical'.
3. Unearthed hidden potential amongst team members e.g.organizational skills
4. Interest from private facilities to sign up for CCE data reporting through Varo (Kisauni/Nyali)

# Lessons from our experiences in using REM

- Practice, practice, practice (including piloting your process)

- Audio record sessions if possible. Alternatively, collect the interview notes from the teams to process them further

- Facilitation is KEY, and mappers need a deep understanding of the program AND experience in rapid analysis

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# Lessons from our experiences in using REM

- Reserve time to fully explain the process
- Clarify that OUTCOMES, not activities or stories should be mapped, and thus the facilitator uses the stories to elicit outcomes.
- Final maps create a sense of pride and accomplishment among participants

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# Lessons from our experiences in using REM

- Need for flexibility to accommodate any eventualities. For some of the workshops, we did the group reflections and the mapping simultaneously to save on time

- Need to validate some of the outcomes with data

- The more you use this method, the better you become at it!

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# Q&A

What questions do you have for us?

# Resources

1. Experiences and Lessons Learned: Implementing the Ripple Effects Mapping Method. (February 2020). MEASURE Evaluation: https://www.measureevaluation.org/resources/publications/fs-20-423.html

2. A Field Guide to Ripple Effects Mapping. (2017). University of Minnesota: https://conservancy.umn.edu/handle/11299/190639

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