

Monitoring, evaluation, learning and impact assessment and scaling preparedness and action (MELIA&SPA): A process-based framework

One-CGIAR Initiative: Rethinking Food Markets and VCs for Inclusion and Sustainability

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Abstract

Focusing on bundling innovations to co-develop scalable bundles, the Rethinking Food Markets and VCs for Inclusion and Sustainability Initiative develops and applies its monitoring, evaluation, learning and impact assessment, and scaling preparedness and action (MELIA&SPA) framework from a process-based perspective. This MELIA&SPA framework aims to co-developing the scaling preparedness to enhance the scalability of the bundle, and to build market actors' and relevant stakeholders' ability to adopt innovation bundles and accelerate the scaling while responding effectively to changes and trade-offs coming. To achieve these, the MELIA (monitoring, evaluation, learning, and impact assessment) emphasizes ensuring the initiative's impacts on malnutrition reduction, food safety, income and job, small producers' livelihood, social and gender inclusion, GHG emissions, climate adaptation, and sustainable land and water resources. The SPA (scaling preparedness and actions) enhances the scalability and accelerate the scale of the innovation bundles developed by the Work packages (WPs). The SPA contains exploring intervention and scaling context and options for the piloted innovation bundles, co-designing the piloted innovation bundles with and for the value chain actors, and co-developing the scaling preparedness and strategies to build the ability for market actors and relevant stakeholders to adopt and accelerate the investment in scalable innovation bundles.

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1. Approach

The initiative prioritizes the development of possibly ten innovation bundles and their scaling preparedness. These innovation bundles form four types of core innovation: 1) inclusive business and vertical coordination models; 2) product quality upgrading and standard certification; 3) digital innovations in logistics and financing services; and 4) global knowledge management.

Depending on the context, combinations of these socio-technological-financial-institutional innovations will be bundled with necessary policy support measures to trigger processes of change in the ways of production and doing businesses, the structure of and the relationship among the actors and stakeholders inside food markets, value chains, and enabling environments across scales. Target user groups of these innovation bundles include, but are not limited to, agri-businesses, logistic service providers, producer associations, food market actors, and policymakers and governments.

The focus on innovation bundles recognizes that multiple innovations of socio-technological-financial-institutional nature may be needed to achieve meaningful impact. It also highlights that not all innovation bundles are scalable. The scalability of a specific bundle is measured by the bundle's ability to adapt to the contexts in which it is scaled and respond to changes during the scaling process as well as anticipated performance, impact, and trade-offs when going to scale. Identifying a scalable innovation bundle is measuring its scalability and involving processes to profile the innovation bundles, assess its adaptability to a wide range of diverse contexts and responsiveness to the changes, and reflect its impact at scale. Measuring the scalability of an 'innovation bundle' relates to the costs and benefits of the bundle for different actors along the value chain. Risk is also an issue. There might also be political economy issues at play i.e., some might 'win' more than others in the chain. Long-term access to services and inputs is another issue that will determine if the innovation bundle is 'scalable'.

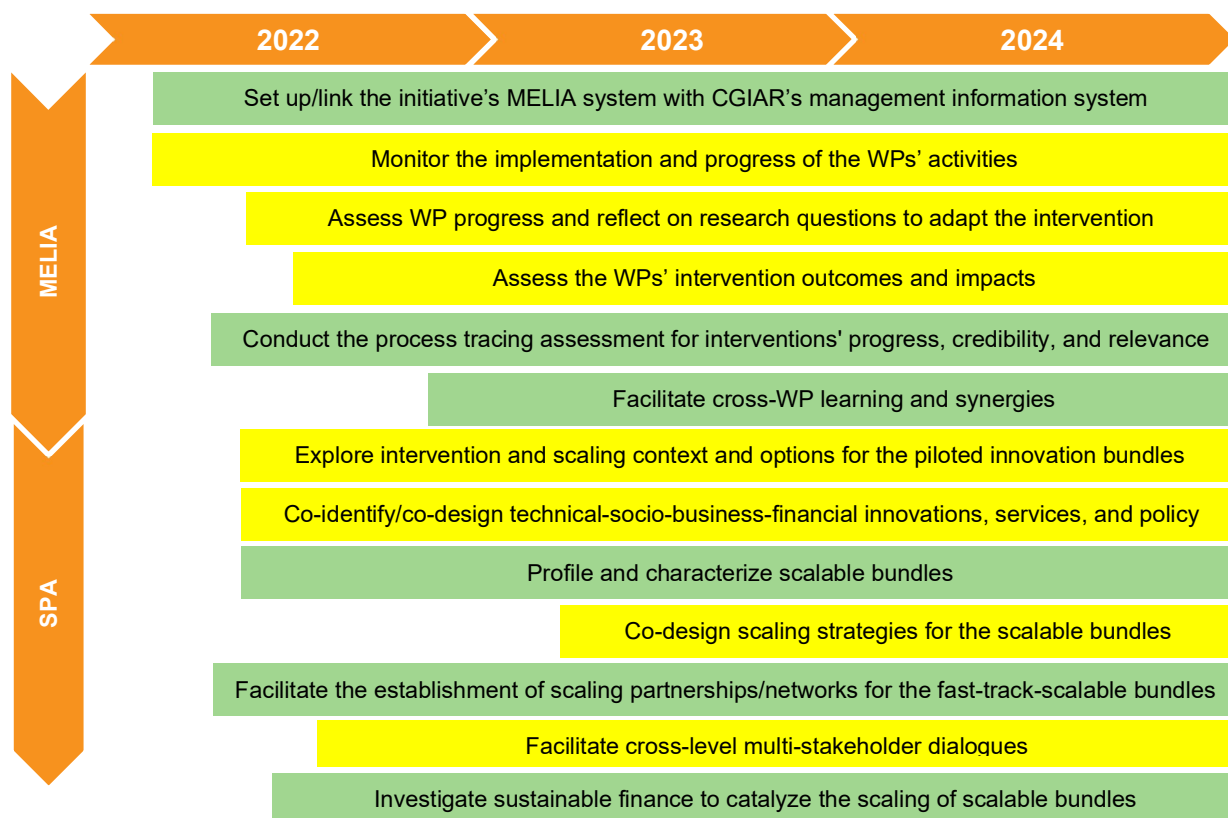
Therefore, scaling preparedness is a set of actions to design an innovation bundle such that it can be applied at scale, to enhance the scalability of the bundle, and to build market actors' and relevant stakeholders' ability to adopt innovation bundles and accelerate the scaling while responding effectively to changes and trade-offs coming along the way. These actions fall into three key areas (1) co-designing/co-identifying the innovation bundles; (2) co-developing the scaling

preparedness; and (3) accelerating the scaling actions at the Initiative and system/scale levels (Section 2.2). By developing and putting in place foundations and mechanisms which allow the market actors' and stakeholders' engagement and ownership of the innovation bundles, scaling preparedness can make a major difference in designing and uptaking the innovation bundles, accelerating the scaling, and achieving the impact at scale.

The development of the innovation bundle and its scaling preparedness form scaling networks along the process of testing/piloting/developing/scaling the innovation bundles (or interventions). A scaling network is the set of value chain actors and service providers that are needed for the update of the innovation bundles over time. The **science and scaling** in this initiative are therefore integrated, one informs and reinforces each other along the change process, to transform the ways and the behaviors in that people interact with policies, services, markets, organizations, and systems. Such science and scaling envisage the smallholders' and SMEs' responsive adoption of scalable bundles of inclusive businesses, vertical coordination models, product quality upgrading, and standard certification (WP1 & WP2); Service providers' inclusive applications of digital platforms for logistics and finance (WP3); And the stakeholders' use of KISM evidence to assess the potential for and trade-offs associated with bringing innovations to scale (WP4).

2. MELIA&SPA framework

In this initiative, MELIA&SPA has two key interconnected components: (1) Monitoring, evaluation, and learning, and (2) Scaling preparedness and action (**Figure 1**).



Note: The **GREEN boxes** indicate the activities led by the Initiative MELIA&SPA team
The **YELLOW boxes** indicate the activities led by the WP leads and the implementing teams.

Figure 1. Overview of MELIA&SPA framework: process, components, and activities

Monitoring, evaluation, learning, and impact assessment

Monitoring, evaluation, and learning (MELIA) aim to ensure the initiative's impacts on malnutrition reduction, food safety, income and job, small producers' livelihood, social and gender inclusion, GHG emissions, climate adaptation, and sustainable land and water resources. First, MELIA includes regularly monitoring the implementation and progress of the WPs' activities toward the outputs and outcomes. This will be led by WP teams through implementing MELIA-related activities such as:

- Set up/link the initiative's MELIA system with CGIAR's management information system;
- Monitor the implementation and progress of the WPs' activities;
- Assess WP progress and reflect on research questions to adapt the intervention (process); and
- Assess the WPs' intervention outcomes and impacts.

Second, MELIA includes evaluating WP's intervention processes to assess its initiative's progress, credibility, and relevance as well as enhance the learning and synergies across four WPs. Leading by the Initiative's MELIA focal point, in collaboration with the management team and WP lead, this implements activities in relation to the intervention process assessment and cross-WP learning:

- Conduct the process tracing assessment to assess WP interventions' progress, credibility, and relevance;
- Carry out Causal Impact Assessment Learning (MELIA) along the intervention process to identify uptake and average or potential impact of the piloted innovation bundles. The Causal Impact Assessment Learning will consider the impacts statements and research questions implied for each piloted innovation package in the reflection with WP impact; and
- Facilitate cross-WP learning and scaling synergies (e.g., build the adaptive and scaling capacities of demand, innovation, and scaling partners; Reflect WP interventions and research and learning questions and needs to adapt the ToC; Identify scaling synergies such as common actors and stakeholders, financing ecosystem and opportunities for scaling, and leveraging intervention areas; And engage broad system-level actors and stakeholders in cross-WP intervention processes).

Scaling preparedness and action

Scaling preparedness and action (SPA) aim to enhance the scalability and accelerate the scale of the innovation bundles developed by the Initiative (Figure 2). First, SPA contains **co-designing/co-developing the innovation bundles** to enhance the bundles' relevance and scalability. Leading by each WP lead and team, this includes:

- explore intervention and scaling context and options for the piloted innovation bundles (e.g., design and carry out the scoping study; assess the selected value chain actors' needs and ambitions; analyze socio-economic, cultural, and institutional contexts in which the selected value chain operates; and identify the promising innovations, solutions, and interventions that can address the needs and ambitions of the chain actors); and
- co-identify and co-design technical-socio-business-financial innovation, service, and policy bundles in the interventions (e.g., bundle the existing innovations, solutions, and practices that fit the context and work for the needs of actors; identify the potential demand, innovation, and scaling partners as well as their roles and available resources to contribute to the intervention partnerships; Establish the intervention partnerships; And engage broad system-level actors and stakeholders in the intervention and learning processes).

Second, SPA includes **co-developing the scaling preparedness** to build the ability for market actors and relevant stakeholders to adopt and accelerate the investment in scalable innovation bundles. Leading by the Initiative' MELIA&SPA team, and in collaboration with the WP leads and implementing teams, activities in the co-developing the scaling preparedness include:

- profile and characterize scalable bundles (e.g., profile the tested innovation bundles; Analyze the scalability of the tested innovation bundles; And identify the scalable bundles);
- co-design scaling strategies considering the trade-offs for the scalable bundles (e.g., identify the scope of scaling the scalable bundles; assess key factors and conditions that determine the cost-effectiveness and trade-offs of the scalable bundles when going to scale; identify the possible scaling pathways); and

Third, SPA focused on **accelerating the scaling actions** at the Initiative and system/scale levels. Leading by the Initiative's management and team MELIA&SPA, activities in **accelerating the scaling actions** include:

- facilitate the establishment of scaling partnerships and networks for the fast-track-scalable bundles;
- facilitate cross-level multi-stakeholder dialogues to enhance the system learning and collaboration to enable the scaling; and
- investigate sustainable finance to catalyze the scaling of scalable bundles.

In MELIA&SPA, several activities require active engagement from actors and multi-stakeholders who are partnering and benefiting from piloting WPs' testing/piloting/developing/scaling the innovation bundles. Implementing these activities is, therefore, significantly benefited from the '**co-design/co-identify' processes** to develop various instruments/tools to be used when implementing the MELIA&SPA framework, involving the initiative's implementing team together with WP's partners and relevant actors and multi-stakeholders. Specifically, these processes are carried out at two levels: Work Package and Initiative. At the Work Package, the co-design/co-identify processes are led by the WP leader, involving the WP implementing team and partners and relevant stakeholders to develop and/or validate the WP monitoring and evaluation tools/guides necessary to carry out activities in the MELIA Component. At the **Initiative**, the co-design/co-identify processes are led by the MELIA&SPA team, involving all WP leaders and to a certain extent implementing teams and partners to develop necessary tools/guides/profiles to carry out activities in the SPA Component.

Throughout the intervention processes, **interactive learning** is critical to ensure cross-WP learning and develop scaling preparedness and actions. Interactive learning emphasizes **active stakeholder engagement** in the intervention processes to enhance the relevance and credibility of the innovation bundles as well as to enable the stakeholders' buy-in and ownership of the scalable bundles. The stakeholder engagement can be organized through participatory scoping study, innovation bundle co-designing workshop, stakeholder consultation workshop, learning events, regular reflection and evaluation events organized by the WP team, and multi-stakeholder dialogues at the Initiative level. Such engagement will eventually build the scaling networks and capacity to accelerate the scaling of scalable bundles at a larger scale.

Furthermore, interactive learning focuses on reflection on the intervention processes to respond to contextual changes, adapting the theory of change (ToC) when and where necessary. The reflection can be organized at the WP and the Initiative level. At the WP level, the WP team regularly monitors the activities' implementation and progress towards outputs and outcomes to

inform and consult partners and stakeholders on whether the project and WP level ToCs must be adapted; assesses WP progress and reflects research questions to inform adaption of the ToC and intervention if needed; and assesses the WPs' intervention outcomes and impacts and uses findings of rigorous impact assessments to inform the development of scaling preparedness. At the Initiative level, scenario analyses can be carried out to simulate the broader market and food-sector-wide outcomes of scaled innovations and how policy support can reinforce the targeted impacts. The initiative will coordinate closely with other CGIAR Initiatives to leverage learning and scaling.

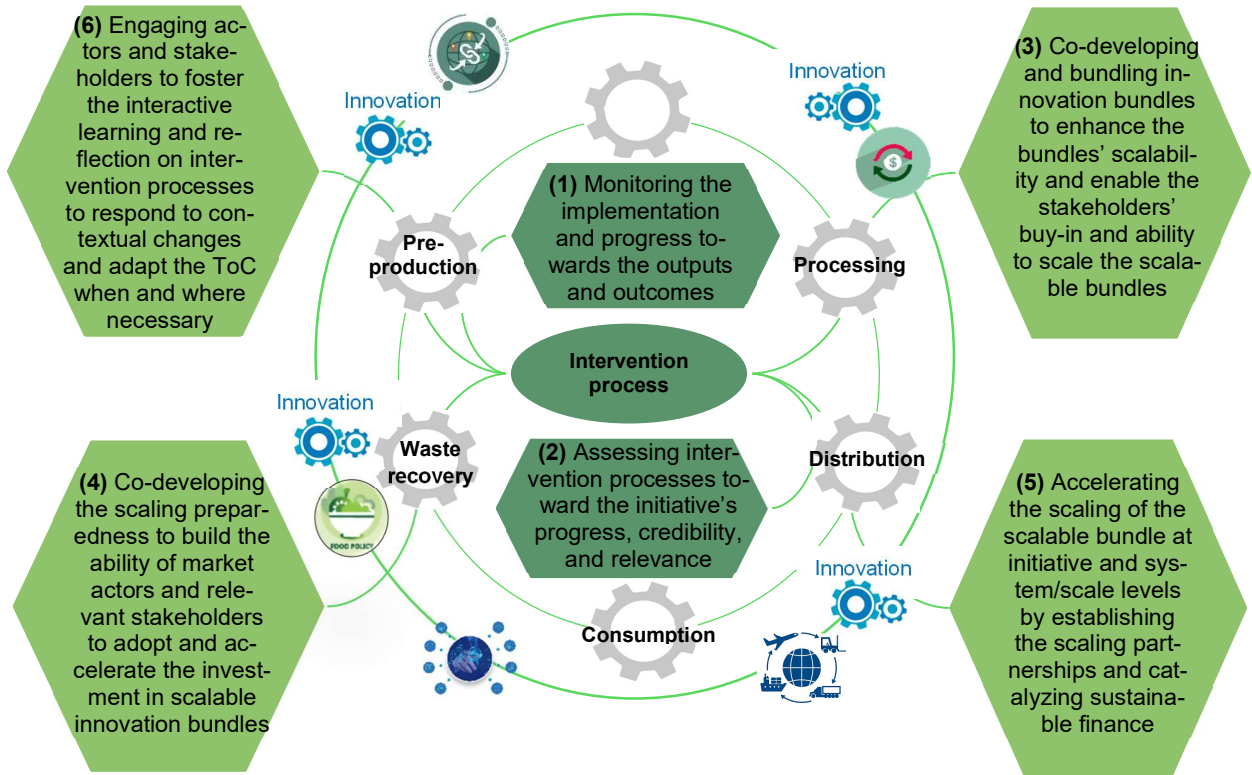


Figure 2. Scaling preparedness and action (SPA)

3. Operationalization of MELIA&SPA framework

The implementation plan and deliverables are presented in Table 1. The MELIA&SPA team includes six members, each one is responsible for certain roles in the MELIA&SPA framework. The team members and their roles are presented in Table 2.

Table 1. MELIA&SPA implementation plan, deliverables/milestones, and timeline

	Activity/ milestone	Deliverables/Milestones	Responsible	Co-implementor	2022				2023				2024			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	COMPONENT 1. MELIA															
1.1	Monitoring the WPs’ outputs, outcomes, and indicators															
1.1.1	Set up/link the MELIA system with CGIAR’s management information system	MELIA’s activities and workplan finalized	MELIA&SPA team	WP teams												
		Data collection and reporting system setup	MELIA&SPA team	WP leads												
1.1.2	Monitor the implementation of the WPs’ activities	Annual Workplan developed	WP teams													
		Data regularly collected and reported once per year	WP teams													
		Annual report submitted	WP teams													
1.1.3	Assess WP progress and reflect on research questions to adapt the intervention (process) if needed	Progress observed and shared in the management team meeting	WP leads													
		WP progress and TOC assessed, reflected, and updated	WP leads													
		Intervention process and activities adjusted (if needed)	WP teams													
1.1.4	Assess the WPs’ intervention outcomes and impacts	Baseline survey designed	WP teams													
		Baseline survey conducted	WP teams													
		Endline survey conducted	WP teams													
		End of Initiative (Eol) outcomes and impacts evaluated	MELIA and the management team	External consultant												
1.2	Evaluating WP’s intervention processes to assess its progress, credibility, and relevance															
1.2.1	Conduct the process tracing assessment/ Causal Impact Assessment Learning to assess WP interventions' progress, credibility, and relevance as well as the potential uptake and impact	Process tracing evaluation/Causal Impact Assessment Learning designed	External consultant and MELIA&SPA	WP teams												
		Ongoing process tracing assessment/Causal Impact Assessment Learning carried out along the WP intervention process	MELIA&SPA team	WP teams												
		Analyzed Causal Impact Assessment Learning to identify the uptake and potential impact of the piloted innovation bundles	MELIA&SPA team	WP teams												
		Independent review of WP progress, credibility, and relevance organized	External consultant and MELIA&SPA	WP teams												

	Activity/ milestone	Deliverables/Milestones	Responsible	Co-implementor	2022				2023				2024			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.2.3	Facilitate cross-WP learning and synergy creation	Cross-WP interactive learning plan co-designed and updated throughout	MELIA&SPA and WP teams	WP teams												
		Regular cross-learning events organized and facilitated	MELIA&SPA team	WP teams												
		Scaling synergies identified and enabled along the scaling preparedness development process														
2	COMPONENT 2. SCALING PREPAREDNESS AND SPA															
2.1	Co-designing/co-developing the innovation bundles to enhance the bundles' relevance and scalability															
2.1.1	Explore intervention and scaling context	The scoping study designed and conducted	WP teams	MELIA&SPA team												
		Value chain actors' needs, and ambitions assessed	WP teams	MELIA&SPA team												
		Socio-economic, cultural, and institutional contexts analyzed	WP teams	MELIA&SPA team												
		The promising innovations, solutions, and interventions identified	WP teams	MELIA&SPA team												
2.1.2	Co-identify and co-design technical-socio-business-financial innovation, service, and policy bundles in the interventions	Innovations and the existing solutions, services, and practices bundled along the intervention process	WP teams	MELIA&SPA team												
		Potential demand, innovation, and scaling partners identified	WP teams	MELIA&SPA team												
		Intervention partnerships established	WP teams	MELIA&SPA team												
		Broad system-level actors and stakeholders engaged in the intervention process	WP teams	MELIA&SPA team												
2.2	Co-developing the scaling preparedness															
2.2.1	Profile and characterize scalable bundles and options for the piloted innovation bundles	Innovation bundle profile template designed	MELIA&SPA team	WP teams												
		10 tested innovation bundles profiled	MELIA&SPA team	WP teams												
		The scalability of each piloted bundle analyzed	MELIA&SPA team	WP teams												
		XXX scalable bundles identified and characterized	MELIA&SPA team	WP teams												

	Activity/ milestone	Deliverables/Milestones	Responsible	Co-implementor	2022				2023				2024			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.2.2	Co-design scaling strategies for the scalable bundles	Scope of scaling the scalable bundles identified	WP teams	MELIA&SPA team												
		Scaling key factors and conditions assessed	WP teams	MELIA&SPA team												
		Possible scaling pathways identified for XXX scalable bundles	WP teams	MELIA&SPA team												
2.3	Accelerating the scaling actions at the Initiative and system/scale levels															
2.2.1	Facilitate the establishment of scaling partnerships and networks for the fast-track-scalable bundles	XXX fast-track scalable bundles identified	MELIA&SPA teams	WP teams												
		Scaling pathway(s) identified for each fast-track scalable bundle	MELIA&SPA and WP teams													
		XXX scaling partnership(s) established and built upon the intervention ones	MELIA&SPA and WP teams													
2.2.2	Facilitate cross-level multi-stakeholder dialogues	01 multi-stakeholder platform landscape analyzed cross-level	WP4	MELIA&SPA and WP teams												
		01 cross-level multi-stakeholder dialogues for inclusive market and value chains established and facilitated	WP4	MELIA&SPA and WP teams												
2.2.3	Investigate sustainable finance to catalyze the scaling of scalable bundles	XXX financing ecosystem(s) analyzed in the country where scalable bundles are located	MELIA&SPA	WP teams												
		Potential financing sources and investors identified	MELIA&SPA	WP teams												
		Financing demand and supply matching analyzed and activated for scaling	MELIA&SPA and WP teams													

Table 2. Staffing for MELIA&SPA implementation

No.	Name	Roles	Main tasks (2022-2024)
1	Thai Thi Minh (IWMI)	<ul style="list-style-type: none"> - Lead, guide, and support the MELIA&SPA team to implement the MELIA&SPA framework - Conceptualize the scaling preparedness and acceleration - Lead the facilitation of scaling partnership establishment for fast-track scalable bundles 	<ul style="list-style-type: none"> - Lead and guide the MELIA&SPA team to implement activities in the work plan - Setup data collection and reporting system with guidance from the system office - Support the co-design/co-develop of the innovation bundles - Coordinate the design of the process tracing evaluation/Causal Impact Assessment Learning (led by the external consultant) - Design innovation bundle profile template - Lead the analysis of innovation bundles' scalability
2	Petra Schmitter	<ul style="list-style-type: none"> - Lead and implement the WP's intervention processes to assess its progress, credibility, and relevance - Lead and coordinate the accelerating the scaling actions at the Initiative and system/scale levels 	<ul style="list-style-type: none"> - Contribute to the design of the innovation bundle profile template - Contribute to the design of the process tracing evaluation/Causal Impact Assessment Learning - Carry out the ongoing process tracing assessment/Causal Impact Assessment Learning along the WP intervention process - Co-design cross-WP interactive learning with WP teams - Organize cross-learning events - Facilitate the co-development of scaling strategies and actions
3	Mirja Michalscheck, Postdoc (IWMI)	Lead the co-developing of the scaling preparedness	<ul style="list-style-type: none"> - Design innovation bundle profile template - Lead the data collection to profile the piloted innovation bundles - Analyze the piloted innovation bundles' scalability - Facilitate the identification of scalable bundles
4	Abena Ofosu, research officer (IWMI Ghana)	Collect data and analyze (quantitative) data to profile and characterize 5 piloted innovation bundles	<ul style="list-style-type: none"> - Collect data to profile the piloted innovation bundles - Support analysis of the innovation bundles' scalability
5	Dagmawi Melaku, Research officer – (IWMI Ethiopia)	Collect data and analyze (quantitative) data to profile and characterize 5 piloted innovation bundles	<ul style="list-style-type: none"> - Collect data to profile the piloted innovation bundles - Support analysis of the innovation bundles' scalability
6	External consultant - TBI	Design and carry out the process tracing evaluation/Causal Impact Assessment Learning	<ul style="list-style-type: none"> - Design the process tracing evaluation/Causal Impact Assessment Learning

The implementation of the MELIA&SPA framework will involve the operational budget including travel costs, IT support and facilities, workshops and conferences, and other supplies and services.

Annex 1. Linkages between the MELIA&SPA framework and the Initiative proposal.

Milestones	Activities	Timeline	Remark	Link to WPs' outputs and outcomes	Link to the initiative's deliverables
COMPONENT 1. MONITORING, EVALUATION, AND LEARNING					
Monitor WP outcomes, outputs, and indicators	- Update outcomes/outputs/indicators - Co-design and refine data collection and reporting methods to monitor the progress of activity and outcome	First 6 months	Page 48-51, proposal	- WP's outputs and outcomes (Table 6.1, pages 48 – 51) - End of initiative outcomes (Table 6.1, pages 51 - 52)	- Deliverables 2, 5, 8 of WP 1, and 2 and 3 respectively (Table 7.2, page 57) - Deliverables 16 and 17 (Table 7.2)
	- Direct observation of WP activities - Annual reporting of WP activities	(Semi-) annual	Page 48-51, proposal		
	- Co-design the MEL plan - Assess and reflect on WP progress and TOC (MEL)	Annual	Page 52, proposal		
	- Assess WP outcomes - Evaluate End of Initiative (Eol) outcomes and impacts	Baseline/ endline (2022/2024)	Page 51-52, proposal		
Process evaluation	- Independent review of the initiative's progress, credibility, relevance, and scaling potential	2024	Page 53, proposal		
COMPONENT 2. SCALING PREPAREDNESS					
Profile of piloted innovation bundles (Creating inputs to identify scalable innovation bundles)	Co-design and refine the profile of the piloted innovation bundles, including core and complementary innovation, profitability, context specifications, user groups, actors in and functions of the scaling ecosystem, scale and potential impact at scale, resources and capacity needed, sustainable financing and (private sector) investment for innovation uptake, conditions needed for the uptake, influencing factors in the enabling environment, time dimensional in the bundling process, etc.	2022 for profile outline; Ongoing assessment and impact assessment by 2024		- WP's outcomes (Table 6.1, pages 48 – 51) - End of initiative outputs (Table 6.1, page 51)	- Deliverable 13 (Table 7.2, page 57)
	Develop/prepare the profile of innovation bundles along the intervention process	Ongoing			
Profile of scalable innovation bundles	Design Causal Impact Assessment Learning (MELIA) to identify uptake and average or potential impact of the piloted innovation bundles. The design will consider the impacts statements and research questions implied for each piloted innovation package in the reflection with WP impact	2022	- Page 53-54, and 40-45, proposal	- WP's outcomes (Table 6.1, pages 48 - 51) - End of initiative outputs and outcomes (Table 6.1, page 51)	- Deliverables 5 and 14 (Table 7.2, page 57) - Deliverables 3, 6, 9 of WP 1, 2, and 3 respectively (Table 7.2) - Deliverable 14 (Table 7.2)
	Update and adapt the Causal Impact Assessment along the intervention process	Ongoing			
	Carry out the Causal Impact Assessment along the process of piloting/testing/developing innovation bundles (intervention process)	Ongoing			

	Assess and identify the scalable bundles by assessing the scalability using the indicators: - Tested and validated roles of the innovation bundles intended to play in the certain context/society - Maturity and scalability of the bundle - Actual use in the specific context - Desirable scale to scale - Interest and demand from user groups in the broader contexts (or the possible scale) - Possibility to adapt to new contexts within the desirable scale, both for core and complementary innovations in the bundle - Potential profitability and impact at scale - Conditions (including social, technological, and institutional) needed for the scaling and impact at scale - Trade-off of the scaling - Resource availability (including human resources) - Others (coming along with the process)	2024			
COMPONENT 3. SCALING ACTION					
Scaling strategy development for scalable innovation bundles	Develop a scaling strategy for the scalable innovation bundles: - Anticipated scope of the scaling? Trade-offs when reaching the impact at scale and alternatives of scope and (optimal) impacts - Possible scaling pathways (e.g., partnership) and corresponding activities in the scaling contexts - Actors and their roles - Needed and available recourse for the pathways, additional resources to be mobilized - Others (Coming along with the process)	Mid 2024		- End of initiative outputs and outcomes (Table 6.1, page 51)	- Deliverable 14 (Table 7.2)
	Validate the feasibility and acceptability of the scaling strategy	End 2024			
Catalyzing scaling networks	Establish scaling partnerships, especially for the fast-track innovation bundles (or low-hanging fruits)	Since 2023	- WP1-3's piloted bundles	- WP4 outputs and outcomes (Table 6.1, pages 50-51) - End of initiative outputs and outcomes (Table 6.1, page 51)	- Deliverables 5 and 15
	Multi-stakeholder dialogues, engagement, and interactive learning across levels	Ongoing	- WP4, pages 36-39, proposal		- Deliverables 10 and 18 (Table 7.2)
	Facilitate the scaling networks and system-level accelerator network established during the intervention process, scaling partnership establishment and multi-stakeholder dialogues and engagement	Ongoing			

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The initiative is currently undertaking research testing the effectiveness and scalability of market and value chain innovations in seven countries in Africa, Asia, and Latin America. In partnership with the ISEAL Alliance, the initiative has further launched the [Knowledge Platform for Inclusive and Sustainable Food Markets and Value Chains \(KISM\)](#) to help farmer organizations, food businesses, governments, and practitioners make better-informed investment and policy decisions on inclusive and sustainable food value chains. The Initiative's leadership thanks all funders for supporting this research through their contributions to the [CGIAR Trust Fund](#), and in particular also the Bill and Melinda Gates Foundation for designated funds received.

DISCLAIMER

This publication has been prepared as an output of the CGIAR Initiative on Rethinking Food Markets and has not been independently peer-reviewed. Responsibility for editing, proofreading, layout, opinions expressed, and any possible errors lies with the authors and not the institutions involved.

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