Using Impact Measurement and Management to monitor progress and inform how programmes run

Case Study: Solidarity Fund Food Relief Programme 2020
Introduction to the IMM Framework

This is an example of an IMM framework which is based upon the impact management cycle that Social Value International offers. There are four stages: Planning impact, collecting evidence, reporting and improving. The word and depiction as a ‘cycle’ speaks to the practice of continual evaluating and learning.

Linked to this are the five dimensions of impact:

- WHAT outcomes occur and how valuable they are (the effects of activities)?
- WHO are the stakeholders that experience them?
- HOW MUCH change they experienced?
- Your CONTRIBUTION to these changes?
- RISK that you do not create as much impact as you want or require.
The Solidarity Fund was created in 2020 as a platform for all South Africans, from the public and private sectors, civil society, as well as the general public, to unite the nation in our response to the COVID-19 crisis. The Fund was designed as a rapid response vehicle that aims to support the various government and non-governmental organisations in prevention, detection, medical care and humanitarian support.
Case Study: SF’s Emergency Food Relief programme

The Fund’s first humanitarian disbursement, announced on 18 April 2020, took the form of a R120 million funding commitment to provide emergency food relief to over 250,000 distressed households across South Africa. The relief effort was targeted at reaching the most vulnerable, marginalised and rural families, experiencing severe food insecurity during the lockdown period – while observing the rules of national lockdown. This short-term, immediate relief intervention was designed to be a stop-gap measure. The food parcels provided basic food relief for a household for two to three weeks (depending on household size).

The food relief effort aimed to reach 250,000 households through four pillars:

- **Pillar 1:** Households reached through the Department of Social Development (DSD) Community Nutrition Development Centres (CNDCs)
- **Pillar 2:** Households reached through four large NPOs with a track record of delivering food across the country
- **Pillar 3:** Households reached through CBOs and FBOs – the Fund identified critical gaps in coverage in vulnerable areas, and worked with trusted partners to identify CBOs and FBOs to reach the most vulnerable and rural areas – last mile delivery.
- **Pillar 4:** Households reached through food vouchers – the Fund entered into partnership with the SACC to provide food relief to 23,500 HHs via a range of different voucher solutions

Tshikululu Social Investments – alongside other service providers – offered its services pro-bono to the Solidarity Fund during this time to help run the Emergency Food Relief programme, as well as to monitor its impact.
As a first step, we had to plan impact. This theory of change was developed by the Solidarity Fund and Tshikululu Social Investments and showed the four pillars of the Solidarity Fund: Prevention, Detection, Medical Care and Humanitarian Support; its activities, expected short to medium-term outcomes as well as how this would lead to the impact desired by the Solidarity Fund.

As part of Planning Impact, a number of indicators that we could use to measure our theory of change were developed. For more information on this please feel free to access the Solidarity Fund Impact Framework which is publicly available at https://solidarityfund.co.za/media/2020/07/SF_Impact_Framework_2020-1.pdf
Collecting Evidence

This was a huge task! Every single organisation involved in the effort had to report every two days on how many food parcels they had delivered by Area/Town/Village. This had to be accompanied by qualitative data which included: Challenges/Successes; photographs; videos testimonials and any other information they wanted to provide.

Reports were submitted to a specific inbox which was manned by a team who were allocated specific projects. The reports were cleaned up and then the quantitative data was captured into a spreadsheet. Each parcel had to be tracked by its delivery in their Area/Town/Village, Local Municipality, District, Province in order to correctly feed onto Google Maps (accuracy was vital). Some areas/villages were so new they didn’t yet exist on Google Maps and had to be tracked out by their closest Local Municipality or District!

Qualitative data was stored on Tshikululu’s systems ready for analysis.
Analysing evidence

QUANTITATIVE DATA ANALYSIS
• Quantitative data was put into a pivot table
• Descriptive analysis produced showing:
  o Breakdown of food parcels per province
  o Breakdown of food parcels per pillar
  o Breakdown of food parcels per area mapped onto Google Maps
This helped identify areas that weren’t being targeted or could be being missed out on

QUALITATIVE DATA ANALYSIS
• Qualitative analysis included gathering themes in order to identify:
  • Successes
  • Challenges
  • Early outcomes (impact of the project) based on feedback and case studies
  • Key lessons (especially around delivery)

Reporting & Improving

A consolidated report was required by the Solidarity Fund three times a week to track deliveries and solve problems around delays and security of the participants. While this was a short term project, the continual reports showed us how we could continually improve, and while most interventions wouldn’t require this on such an extreme basis, this case study shows how the cycle of continual impact measurement and management can continually guide the programme to be better.

Beatrice Watermeyer Consulting
Outcomes of the Solidarity Fund Food Relief Programme

As of 30 November 2020

300,187 food parcels have been delivered to households across the country
P1: 59,433 via CNDCs
P2: 154,276 via NPOs
P3: 69,008 via CBOs
P4: 17,470 via vouchers

As of 30 November 2020 Number of parcels delivered per province

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