PrOpCom

Making Nigerian Agricultural Markets Work for the Poor

PrOpCom Guideline on Monitoring, Impact Assessment and Reporting

By

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Disclaimer

This document is written as an guideline for the staff of PrOpCom and should be treated as such. It provides guidelines for implementing the PrOpCom Monitoring and Evaluation system, for data collection, how to monitor results and to improve the impact of PrOpCom on the development of competitive markets and poverty reduction.

Other organizations will require familiarity with the PrOpCom M&E system to be able to effectively use this guideline. It is a no more than a concise description of the PrOpCom Monitoring and Evaluation system and it is not expected that other development organizations will be able to use this manual to develop their own systems, however it might provide ideas and/or raw materials for other organizations developing their own systems.

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1. INTRODUCTION

PrOpCom is an innovative market-driven programme funded by the United Kingdom's Department for International Development (DFID) that aims to reduce poverty in Nigeria by application of the development paradigm known as "Making Markets Work for the Poor" (M4P). PrOpCom is managed by Chemonics International.

1.1. HOW PROPCOM WORKS

The M4P approach is unique because its aim is to instigate basic market forces (the invisible hand of Adam Smith) to act in a manner that will improve market operations leading to increase profits and revenue in such a way that poor people can benefit from these market activities. Pro poor market wide systemic changes can lead to economic growth allowing the poor to secure jobs, income, and access to resources from the market.

To seek out scopes of increased participation of the poor in a market requires an understanding the position of the poor within market systems. This also reveals the constraints that the poor face in markets. In order to ensure that solutions worked out by PrOpCom are sustainable it is vital to focus not on 'what problems do businesses have and how can we solve them,' but rather on 'why isn't the market system providing solutions to these problems and how can we address the constraints that prevent the market from effectively doing so.'

The goal is to ensure that changes instigated by PrOpCom are long term, thus it is vital that intervention monitoring and evaluation can show in detail how the activities conducted create systemic changes and provide scope for the crowding-in of more beneficiaries, service providers etc. within a market.

1.2. PROPCOM'S MONITORING AND EVALUATION SYSTEM

PrOpCom's work is not designed to directly reach the poor; rather it is aimed at tweaking market systems to benefit the poor. For a pro poor project this raises the issue of showing clearly how its work can benefit the poor. Thus the monitoring system for PrOpCom needs to show how impact will be achieved, measured and how it can be attributed to the programme activities under each intervention. For PrOpCom, monitoring and evaluation starts from the very beginning when markets are being studied and intervention ideas are being developed. After the intervention activities are begun, monitoring becomes more rigorous and regular occurrence. The sequence of monitoring and evaluation activities as designed within the workings of PrOpCom is given in the figure below, the texts in bold and italics are the names of the documents that are produced and store the information listed in each box. The listed information may also be stored in other documents too, however these are the key documents for these steps. These documents are described later in this document.

(Six-Monthly reports) Correcting for overlaps and aggregating impact for

- use in six monthly reporting to DFID
- use in reporting impact to other stakeholders interested in the programme
- use in reporting agains LFA expected impacts.

Intervention status report

- Reporting
  - Cosolidiation of information collected during intervention monitoring and impact mornitoring in one report
- Impact Monitoring
  - Information on impact at the Core market
  - Attribution of impact to propcom's activities
- Intervention monitoring
  - Information on how activities are rolled out
  - Information on initial support market changes

Baselines

- Conducting baseline of intervention for capturing current scenario and to use as counterfactual.
- Carrying out intervention activities

(Intervention Guide) Intervention

- Designing of intervention and finalizing with partners
- Predicting impact of the interventions

(Market Report) Market Study

- Understanding of market scenario
- Identifying constraints and identifying of interventions

Overall programme objectives for PrOpCom and the indicators that can measure the degree of success in reaching those objectives are:

Objective	Major Indicators
To Improve the pro-poor performance of selected agricultural market systems	% Change in productivity of poor households engaged in selected agricultural market systems
	Number of successful innovations impacting poor households engaged in selected agricultural market systems
	Change in private investment within targeted market systems (per annum)

However, intervention monitoring is a very crucial aspect of the programme since it is the interventions that generate impact in the markets and thus for the programme. The system for intervention monitoring is based on a causal model or flowchart that is developed for each intervention. Reasoned estimates are made in the causal models of how PrOpCom contributes to overall changes within a market, and to changes in poverty primarily through generating employment, income, and improving wellbeing. The system is designed to ensure data are used for generating reports and are used by staff to improve intervention strategy. Therefore monitoring and reporting on interventions is not a function carried out solely by the M&E team but it is designed to be done by the market teams (called the Catalytic Intervention Managers – CIMs).

The M&E team helps the market team by guiding them in carrying out proper monitoring and evaluation, and acts as the quality control center for the M&E system. The M&E team also helps the market team sift through information to identify and use information that is important for making management decision in the market about an intervention. The M&E team can also help the CIM in gathering data, meeting with partners, check up on activities etc when necessary.

The M&E system results in both quantitative data to measure observable changes, and qualitative information to deepen understanding of the processes of change. PrOpCom's measurement system is built up on the DCED guidelines for monitoring and evaluation.

2. Descriptions of Key Concepts

2.1. Markets

PrOpCom initiates work in a particular market by conducting a market study. A market encompasses all the businesses and transactions contributing to the final product and also including the delivery of the final product to its end consumers. Markets are further broken down into core markets and support markets.

The **core market** includes the final producers of a value chain, and they are the ones who provide the product/service to their end consumers. Usually this is the group that PrOpCom aims to benefit, and this is the place where most of the poor in a market are engaged either as entrepreneurs or as laborers.

Surrounding the core market are the **support markets**, these are the enterprises that facilitate the functioning of the core market, they supply services or inputs to the core market and are in close touch with them. PrOpCom's work hence focuses on improving the mode of supply of inputs and services that the support markets provide so that the core market can be more competitive/productive.

Based on the findings of the market study, PrOpCom develops a strategy to direct the programme to facilitate changes that are required to allow the private sector take advantage of particular opportunities for pro-poor growth. PrOpCom currently works in 6 markets: rice, fertilizer, agricultural machineries, enterprise training, and financial services. Each of these markets may comprise of separate value chains (for example the rice markets that PrOpCom works in include the Ofada rice value chain, the Kano Kura rice value chain, and the Adamawa rice value chain). The value chains may have separate actors, separate constraints to solve and would thus require separate interventions.

Decision making on interventions and review of markets is pegged to a quarterly review of markets. Every 3 months PrOpCom staff reviews progress in interventions and in their markets including the market strategy and interventions. While decisions are often made at other times, this review provides an opportunity to:

1. Formally review progress in the market based on information from the M&E System
2. Discuss major issues surrounding the intervention/market
3. Review decisions made in the last 3 months
4. Plan the next steps of implementation in the market

2.2. INTERVENTIONS

An intervention may consist of an activity or a series of activities all designed to achieve a specific change in the support market. This change in the support market will instigate improved performance in the core market.

Most interventions are expected to result in impact on firms and organizations providing services, as well as enterprises benefiting from the use of the services. Poor people linked to the sector can benefit directly or indirectly as entrepreneurs, consumers, or through new employment opportunities generated by growth or through the growth of the local economy. In some cases interventions are needed as pre-conditions for other interventions. For example, strengthening an association may be an intervention that is a pre-condition to working with that association on a number of other interventions such as training service providers and advocating for changes in regulations or for negotiating with private sector partners.

Hence it is necessary for interventions to be able to show a clear link of how PrOpCom's activities under an intervention will create changes in the way that the support market transacts with the core market (e.g. by providing new or more services, or improving the old services). The next step then is to show how the change in the behavior of the support market will result in improved performance for the core market (by improving productivity and/or profitability). Each intervention consists of a set of activities needed to achieve one, coherent results chain. A well established causal chain will help attribute changes in the core market to PrOpCom's activities. It will also help attribute market changes to the beneficiaries of a market, i.e. the farmers and their family, food processors, small input suppliers etc. In general it is expected that all interventions in the markets will contribute towards the following objectives and affect their corresponding indicators:

Objective	Major Indicators
Stimulate Growth in/around Kano & South-West Rice Markets (through quality improvement & branding)	% Change in average number of stones per 20g of rice
	% Change in new sales of improved quality/branded rice
	Change in number of partners investing in product branding
Rural Financial Services Markets Deepened (through introduction of mobile-banking services)	The number of partners adopting e-tranzact's payment platform
Fertilizer Market Deepened (through Product Diversification and Farmer Training)	Number of training programmes organized by fertilizer companies
	Number of product innovations introduced to market
Stimulate Private Sector Orientation in Agricultural Mechanization Services Markets	Number of partners adopting new ideas, products & private sector market opportunities
	Number of branded rice products entering the market

	Number of tractors available to farmers for hiring through new private channels
Relevant Institutional Support Systems Developed	Number of organizations adopting Nigerian Agriculture Enterprise Curriculum (NAEC)
	Number of documented incidences of change in investors and officials views toward market-led development

3. Implementation and Use of M&E

The implementation of the Monitoring and Evaluation System can be summarized in nine steps:

1. Conceptualize the results chain through which an intervention contributes to economic growth and poverty reduction. What are the series of expected changes leading from a PrOpCom intervention to economic growth and poverty reduction? The steps in this causal chain are put into a relatively standard format called *results chain.*
2. Identify key indicators to assess if, and to what extent, expected changes in the chain actually happen. Many of these indicators are standardized across the project or across particular types of markets.
3. Establish a baseline for each of the key indicators. Baseline data on the key indicators is obtained from the various market studies and from baseline studies (when data over and above that provided by the market studies is needed).
4. Predict (at the beginning) the amount of change in each indicator that may be expected to result from each intervention. Predicted changes are realistic best estimates based on what is known.
5. Develop a plan for measuring change in these indicators over time, and for gathering additional information to assess the relationship between the changes and the project interventions.
6. Gather qualitative and quantitative information to determine the actual changes in the indicators and to estimate the contribution of the project interventions to the changes.
7. Analyze data gathered and report on the findings; update the predicted changes to reflect the information gathered.
8. Draw lessons from the findings on what has worked and what has not worked; gain insights into how to design and implement market strategies and interventions better.
9. Aggregate findings whilst taking overlaps into consideration to provide programme level impact and relate impacts to achievement of log frame objectives

Points 1 – 8 above needs to be done for all interventions, whereas point 9 is done for the programme as a whole. Generally intervention level monitoring is done more rigorously and are later impacts are aggregated to give programme wide impacts. Aggregations need to be done carefully to take into account any overlaps in outreach. Overlaps due to PrOpCom's interventions are likely since PrOpCom works in both value chains and cross cutting sectors, moreover these interventions in many cases occur in the same geographical locations and hence are likely to reach the same beneficiaries. Therefore, when aggregating impact the M&E team will identify the overlapping interventions and the areas where overlaps are likely and take steps to account for those.

Assessing the systemic change in a market is also done generally as a part of monitoring an intervention. Activities are sometimes undertaken within an intervention to stimulate systemic change, thus systemic change is a part of the results chain and how it will be measured, based on what indicators is included in the measurement plan of the intervention. In some cases the evidence of systemic change comes at towards the end of the intervention monitoring period, but the measurement plan has takes that into account and assessments of systemic changes are carried out later.

4. Reporting Formats/Documents

There are a number of different documents that are generated in PrOpCom either for management purposes, for the purpose of keeping records, or for the purpose of communicating PrOpCom's work or methodologies to different audiences. This section will list some of the major documents produced by the programme but will give details only on the main documents that are used for monitoring, evaluation and reporting purposes. These main documents include:

Intervention Guides: this is the prime document used for outlining the background of an intervention, planning intervention monitoring, estimating/predicting impact and for keeping track of periodic revisiting of intervention strategies.

Intervention Status Report: this document is a textual report of the intervention that outlines why the intervention was carried out, what it sought to achieve, and what impacts were achieved.

Six – Monthly Report: this report is produced semi-annually mainly to give a snapshot of the programme to DfID. This document contains an outline of what the project has achieved in the last 6 months, what it plans to do for the next 6 months, aggregated figures of impact till date, estimated impact at end of programme, and estimated impact at the end of the last monitoring period.

Other documents that are not exactly the prime products of monitoring and evaluation but are derived from the M&E system and mainly used to report and communicate the results and activities of the programme are:

- Intervention Profile
- Newsletter
- Success Story
- Case study
- Reports
- Press release/briefing
- Briefing documents

A description of these documents and what they are used for exists with the communications team. All of these documents are produced based on information collected by the CIMs, the M&E team and occasionally, where quotes, etc from the partners or beneficiaries is needed, the communications team.

4.1. INTERVENTION GUIDE[1]

This is generally a 5 page document that stores all information on an intervention and its monitoring plans. A description of the pages of an intervention guide and what they contain are given below:

OVERVIEW

This is the intervention summary page; this is where relevant information identifying an intervention and the aggregated impact of that intervention is provided. This page consists of:

- **Market name**
- **Intervention title**
- The **starting date** is when intervention activities were started, or the date when contracts for carrying out intervention activities were signed.
- The expected **closing date** indicates when the intervention activities are scheduled to be completed or have been completed.
- The **monitoring closing date**: Ideally this is 3 years from the beginning of the intervention i.e. 3 years from when the first activity was begun. There may be exceptions to this, but where exceptions occur a reason for the deviation from standard procedure will be given.
- A summary of **key impact figures** indicating the outreach, additional income, additional employment, and % of females affected by the intervention. This information is given for two time periods, 3 years from the start of the intervention, and at the status of these at the project's end date.
- The name of the **private sector partners** involved.
- **Private Sector Investment:** The amount the private sector partner(s) invested for this intervention
- The degree of **innovation** involved in this intervention. This is mainly a qualitative statement listing out the inew ideas that are brought about by this intervention for the market and the market actors.
- **Last updated:** The date when the intervention guide was last updated.
- **Next update:** The date when the next update is due
- And the name of the **CIM in charge** of the intervention.

STRATEGY:

Prior to deciding to work in a market, a market study needs to be conducted. The study aims to help understand how the market works, and determine how to improve competitiveness and promote pro-poor growth within the market. Based on the findings of the market study, *market strategies* are developed to direct the project to facilitate changes that are required to allow the private sector take advantage of particular opportunities for pro-poor growth. Interventions are then set out to ensure achievement of the goals outlined by these strategies. These strategies include *intervention areas,* or groups of activities designed to address a particular constraint or opportunity.

These market strategies, intervention areas, constraints are outlined in page 2 of the intervention guide. For each particular intervention, the strategy and status page will contain.

[1] A format for the intervention guide is given in the Annex 1

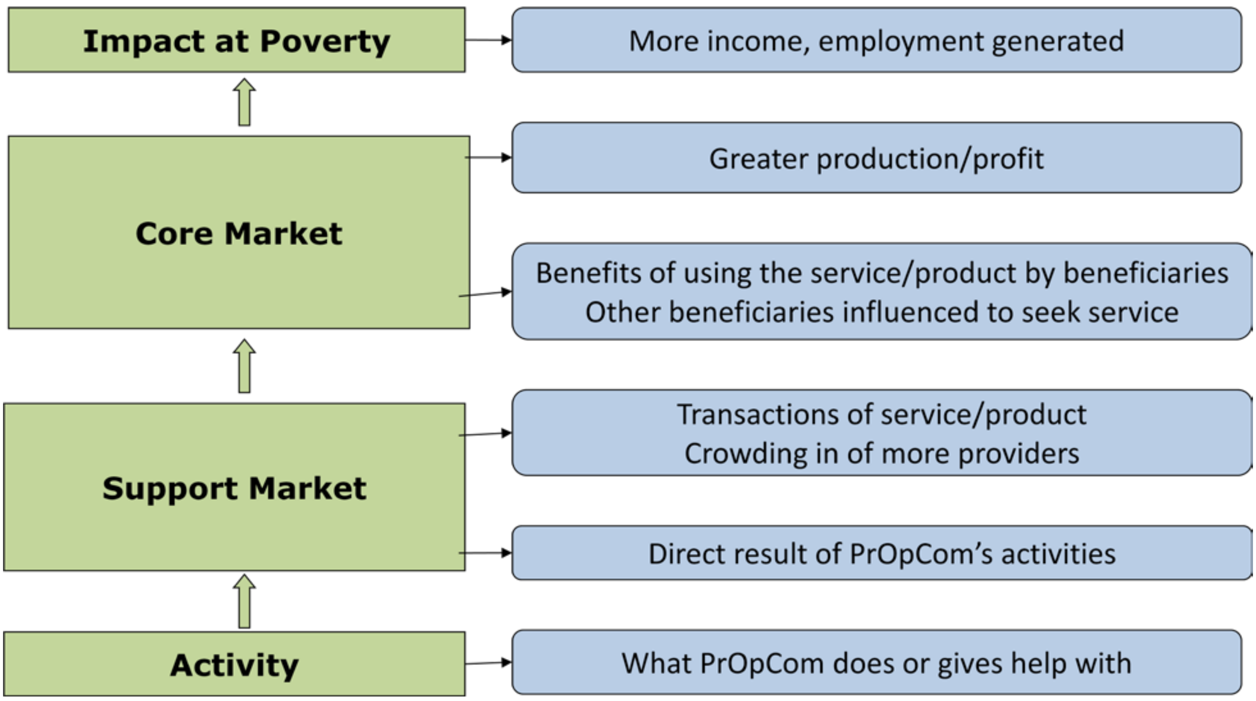
1. The **market background** gives a brief outline of the market with some focus on the growth potential, and the constraints or opportunities within the market, and a few basic figures such as market size and current growth rates.
2. The **strategies** that are being adopted for the market is outlined, and under the strategy are the intervention areas that are being addressed. The intervention areas are the constraints or opportunities that are being catered to in this market.
3. The **intervention story** explains what PrOpCom plans to do, where and why the intervention is necessary. It explains why the particular mode of intervention was selected, how the intervention will be able to get rid of the constraint in the market and what systemic change will be brought about by the intervention.

STATUS

This page stores the **status of the intervention**, indicating how much of the intervention has been completed, and what are the next steps. It also contains a record of how modifications are made to agreements amongst partners, or adjustments made for changes in the market.

RESULTS CHAIN:

For each intervention a *results chain* is developed showing how PrOpCom's activities are expected to lead to a series of changes in support markets and which in turn contributes to changes in the core market and leads to poverty reduction. The chain defines expected *outcomes* and *impacts* at each level of change. The changes also need to be detailed out, so that it is possible to attribute changes at a higher level to changes at a lower level, such as more fertilizer distribution does not directly lead to more farmer profit in the results chain but leads to farmers buying and being able to use more fertilizer and hence produce more and earn more profit. The diagram below shows the levels of a results chain (green boxes). The blue boxes define what results we expect to see at the levels they are related to. All results chains need to have this flow of results, and also attribution is built into the results chain and so that it is clear that the changes mentioned have a link between them.



Initially the results chain stores predicted impact figures which show for example by how much yield can increase due to use of fertilizer. The impact figures help to reinforce attribution for each box, later, after the intervention is completed and as impacts are achieved the results chain is updated with actual changes in the market. How information for these actual changes is got is detailed out in the measurements plan. Each prediction is based on well thought out assumptions and findings from Monograph studies or other studies, field observations or other credible sources. The assumptions and findings supporting each prediction, as well as any calculations made, are saved in the 'support calculations' sheet of the Intervention guide. It is not necessary to justify output targets at the activity level. However, the predictions in all other boxes must be supported by relevant findings and/or clear and credible assumptions. When making predictions, market teams aim to be "realistic" based on common behaviors in markets but to minimize the risk of overstating probable impact. This has lead to a number of common undocumented assumptions and predictions. The most common follow:

When one farmer changes his behavior and benefits as a result, one other farmer will copy that behavior. When any group of people (service providers, enterprises, farmers, associations' leadership etc. are trained, only some of them will use the learning to change their behavior. Generally the proportion is put at 50% but may be higher or lower based on staff judgment (this can be an undocumented assumption or a prediction based on staff field experience that is later validated during impact assessments).

The levels in the results chain and the relevant changes each level refers to are elaborated further in the table below:

Levels	Changes/Indicators	How to …
Activities	The main activities that PrOpCom carries out to strengthen supporting markets *leading to…*	• Activities will need to be placed in a logical sequence not a chronological one, i.e. one activity is shown to lead to another if the first contributes to the success of the other, however these two activities may in reality happen at the same time. • Activities will have to be written so that they can indicate which support market actor is involved and/or being targeted, and • What type of change is being aimed at
Support market	Changes in the capacities and behavior of support markets, Increased interaction between the support and the core market, Increased use of services by SMEs providers *leading/contributing to…*	• First this shows how the activity leads the support market to change or improves its mode of transaction with the core market, e.g. by providing more or better services • The level should also indicate how the support market benefits from this change • And finally and most importantly how crowding in occurs, i.e. showing how by working with a few of the actors in the support markets, other actors are also influenced to also provide more or better services.
Core markets	Changes in SMEs' behavior Improved SME performance (usually productivity and profits) *contributing to …*	• This level should show the specific change in the behavior of SMEs in the core market that has been brought about by the change in created in the support market. • It should also indicate what benefits the SMEs in the core market gets due to these changes. • How other SMEs of the core market are influenced to also adapt the same/similar changes in business thus getting themselves the same benefits • And where applicable this level should also show how the changes affect the entire market (i.e. all enterprises in the area/involved in this market)
Poverty Reduction	Increases in income, additional jobs and other poverty reducing impacts	• The ultimate, goals of the project and will be uniform for all interventions. However, the link from SME benefit to increased income; employment etc should be clearly outlined, explaining why better performance can create more jobs and income.

MEASUREMENT PLAN:

The Measurement Plan guides the process of gathering information on the activities, their immediate outputs and the higher level changes expected to result from these outputs. This plan defines indicators based on the *Results chain,* and outlines a set of information collection activities and other studies to assess changes resulting from the interventions. The plan identifies roles and responsibilities for carrying out the work.

The plans should help think through the best ways to gather information on various indicators and to explore attribution. They also help in planning impact data gathering activities. The measurement plan is prepared in form of a table with the columns listed below which should have the following information:

- The **levels** in the intervention results chain page
- A reference to the boxes in the intervention **results chain**. This is simply the text used in the relevant box in the results chain.
- One or several key **questions** for each box. The answers to the questions will help the market unit understand if and to what extent the expected change took place. Also the question checks the possibility that the next box will happen. This does not have to include all monitoring information needed at this level, but rather just the key information to understand the change at that level. Additional questions may be added when the actual data collection is planned.
- **Indicators**[2] corresponding to each box in the intervention results chain and to the questions asked. Some indicators may be the same for several boxes at the same level; care should be taken to specify how the indicator will be measured. The reference period for the measure should be specified (e.g., profits in past month vs. profits in past year). Since the M&E plan only summarizes key information to collect, it will be necessary to make out a more detailed questionnaire/checklist for when data gathering is to be done.
- A description of **how** the data on indicators will be collected. A range of methods may be used from, mere observations, to questionnaire surveys, to FGDs. The method of gathering data will depend upon the intervention, and the type of data required.
- Identification of **who** will collect the information. This might be the CIMs, the activity monitors. However if information collection is to be outsourced, just record research firm in this column and the actual firm can be decided on later.
- A timeline for **when** it will be collected. Most data collection is done after an intervention is completed. The exceptions are for the intervention activities, and often for the support market. The expected dates for data collection, this will correspond to the expected dates of the activities and the immediate changes from those activities.
- A column called **what do we have** which stores references to any information that is already available per level. It lists any reports or documents that PrOpCom already has that provide information on the indicators for a specific box.

[2] For details on indicators and their supporting information see Annex 2

Space for Support Calculations:

This separate page is kept for providing supportive calculations for the results chains, e.g. if the results chain indicates output of 12,000 farmers, this page should show how this number of 12,000 is expected to be achieved. This page will contain some of the basic market data used in the calculations such as number of farmers, number of providers, and where possible the source of the information should also be included. This page will also have the assumptions used in making calculations of impact.

Log Book

All interventions go through an internal review every 3 months. The review revisits the intervention and the underlying strategies in the light of impact of interventions, and changes in the market environment. This does not mean that progress in markets and interventions is not analyzed more often or that decisions are not made more often. In fact, managers and staff regularly analyze progress and results and make decisions on next steps. The quarterly internal reviews aim to be a thorough review that gives staff and managers an opportunity to take an in depth view of a market and the effectiveness of the interventions and market strategy. The review is done over 2 days. Generally the first day consists of going through the details of the intervention, the market situation etc with the Programme Manager, the CIM(s), M&E specialist and where necessary the Senior Intervention Specialist. The next day there is a presentation of the intervention and the decisions taken during the first day in front of all other CIMs. A number of suggestions and feedback is given by the other CIMs too on how to improve the intervention. It also ensures that any changes in market strategy or interventions are documented, and areas where predictions and estimates have to be updated are identified and plans made for updating those. Thus after every quarterly review the Intervention Guide is updated as and where necessary.

In order to keep track of any changes taken regarding the intervention, and to keep track of decisions taken during the review the decisions are recorded in the 'Log Book' page of the intervention guide. This page will be a record of the decisions of the review. The page will also store information on why certain decisions were taken, particularly where such decisions indicate a deviation from the initial plan. It will keep track of whether the intervention has completely addressed the intervention area or if any follow up interventions will be necessary. It will also keep track of any new intervention ideas, new potential partners etc that the PrOpCom team finds whilst working at an intervention.

4.2 Intervention Status Report

An Intervention Status Report is a report that is written on each intervention to give a description of what the intervention is, why it was carried out, and what were the results of the intervention. The intervention status report hence explains how the results chain actually rolled out in the market. Information for the intervention status report is got whilst working in the market and carrying out the intervention activities. Carrying out various data gathering activities as outlined in the measurement plan helps gather data on impact and on the attribution of that impact to the intervention activities.

Usually an intervention status report is written for each intervention, however in a case where there are two interventions and one is a pilot and the other a scale up, and both interventions are closely intertwined that the story of one is very necessary for the other a single intervention status report will suffice for both. Such cases will generally be decided on by the M&E Specialist in consultation with the market team/CIM in charge.

The format for the intervention status reports or rather the various headings of the report and the information contained under each heading is elaborated below:

Background/Introduction:

The market background explaining:

- What is the situation that makes the intervention important.
- What are the problems hampering work in the market, and why an improvement is necessary.
- The strategies that are adopted in the market.
- What was the intervention done, and how the intervention would address the systemic constraint in the market (the intervention story).
- Mention who are the partners involved in the intervention and give some idea of why or how the partners were chosen.

The information in this page is mainly the same information as placed in the Strategy page of the intervention guide and may be copied in from the IG.

Impact:

This is the last section of the intervention status report, it is written after activities of an intervention are completed, and is generally the only section updated after impact data is collected from either market observations or impact assessments are done, it is also where systemic changes due to the intervention is recorded. It may also be updated at the end of a 3 year monitoring period of the intervention to if any changes are noticed in the market. When writing this section care should be taken to cover every box mentioned in the support market level and at the core market level, explaining about the impacts at each level.

- Some impact data can be collected immediately after the activities have been completed, particularly when the impacts that are direct results of the activities. These should be written down when the intervention status report is being written for the first time.
- Later, after more detailed impact assessments are done the impact section is updated with findings in the field.
- A comparison should be given with the estimated changes given in the results chain to explain any differences where necessary.
- A small explanation is also given on how impact data was collected, explaining mainly whether it was done in-house or outsourced, what was the sample size, and how the respondents were chosen.
- The section then ends with any learning’s or new insights that the team had to the market when doing the impact assessment.

Intervention status reports will be written initially after impact at the core market level has been measured and quantified and towards the end of the 3-year monitoring span of the intervention to check for examples of sustainability.

4.3 Six Monthly Report

The six monthly reports is written mainly to give DFID some idea of the progress achieved by the programme within the last six months and to give some idea of what will be happening in the next six months. Hence it is essentially an updated work plan, but also contains information on impact, administration of the Mudu fund, finances and staffing and administrative issues. Thus this is a full snap shot of the whole programme covering all important aspects. It can be shared with some external audiences, but mostly is done for the donor. However, this is an important report in the sense that it explains each intervention and what has been achieved in each intervention as well as gives the aggregate figures of impact for the whole programme: The report covers:

Strategy:

The overall programme strategies remain the same. However, considering the external environment, time pressures and reactions of markets or partners a few changes in strategy may occur. Hence the focus strategic areas for the programme are listed.

Impact:

The impact section gives a brief picture of the aggregate impact achieved by the programme. The aggregate impacts are generally given for the major indicators of the programme, namely: outreach, jobs, income and private sector investment. The impact are shown as actual impact achieved till date, expected impact at the end of the programme, and impact at the end of the monitoring period of all the interventions. This section does not give intervention specific impact only aggregate figures for the whole programme. The figures are broken down for direct, indirect and an estimate of the number of females benefitted through the intervention is also mentioned.

Markets:

This section lists each market down and under each market explains the interventions carried out or being carried out in that market. Then for each intervention it explains what has been done in the last six months, and what will be happening in the next six months and what are the problems or risks faced by the intervention. It also mentions the impact achieved due to the intervention very briefly. This section may also list interventions that have been closed where no new things have been happening, in such cases the status is frozen and no updating is done.

Monitoring:

This section mainly mentions how monitoring of the programmes interventions have been proceeding explaining any new trainings done, any changes in staff in the M&E unit, and any changes in the structure of the M&E team. It also explains how M&E has contributed to the programme in terms of new information found or case studies or other such products produced.

Mudu fund:

This section explains the current status and amounts of grants given out to partners. It explains any changes from grant amounts mentioned in the previous six-monthly report and the reasons for these changes. New grants designed or approved are also mentioned in this section.

Administration:

This section covers issues on financials giving a picture of expenses and budgeting, generally giving cumulative costs till the date of reporting. Then it explains staffing issues mentioning any changes in staffing over the last 6 months, and any changes in staffing that can be foreseen in the next six-months. It also deals with the issues of Facilities, Security and Administration once again mentioning and explaining changes that have occurred in this part of the programme.

5. DATA COLLECTION AND REPORTING

Data collection is done at different times over an interventions' monitoring span. The times for data collection, and a broad indication of what data to collect is given in the measurement plan of the IGs. Most data collection is done at the end of the first production cycle after the intervention activities are completed (i.e. the first harvest after the intervention activities are completed). The exceptions are for the intervention activities, and their immediate outputs, where data collection is done in the normal course of implementing interventions and interacting with market players. Sometimes data will also be collected for the support market if the intervention is long. The measurement plan stores the month and year of data collection, and the M&E team works together with the CIMs to determine the exact dates of data collection. The measurement plan also indicates who will be involved in the data collection.

Although the measurement plan does not contain any information on when to collect baseline information, the collection of baseline information is always done before the impact of an intervention can be seen in the market. Baseline information is sometimes collected from secondary sources or from previously conducted market studies. Hence studies to collect baselines are not always necessary. Where baseline studies are necessary, they are started after the intervention activities have been decided upon and completed before any impact from the intervention starts to occur. The indicators checked in the baseline studies are the same ones that the intervention aims to create a change in, hence in some cases the checklist/questionnaires used for baseline information gathering are the same ones used for intervention impact monitoring.

Sample sizes for such studies are generally decided on by the M&E team. If sample sizes are small then it may be possible to cover the entire population. However in cases where the population is larger the minimum is at least 10 respondents per local government area[3] per intervention. Since typically an intervention covers multiple local government areas, where an intervention focuses only in one area, a sample of at least 20 respondents are interviewed to be in line with good research practice. Where the number of LGAs covered is up to 4 all are covered during studies. But if the number is a lot more than a minimum of 4 LGAs are covered spread out to get a representation of the geographical area of the intervention.

Generally data collection is done in-house by the Intervention managers and the M&E team. Where data collection is done in house, the M&E team decides if it will be done by the CIM, or members of the M&E team or by a combination of both. The process of data collection is:

- The M&E team with help from the CIM decides on the sample size.
- The CIM then with advice from M&E picks the sampling locations, and sampling strategy. Thus it covers the issues of: which areas will be visited for data collection, how many respondents there are, who the respondents are, how they will be chosen and contacted.

[3] Nigeria has 36 states which are further subdivided into 774 Local Government Areas (LGAs)

- The CIM with help from the M&E team comes up with a clear list of all the information to be gathered, this may be done in form of a checklist or a questionnaire. The guide to what questions to ask and what indicators to check can be got from the measurement plan. These questions are designed to assess impact, sustainability (copying and crowding in), and attribution to the programme's activities.
- Data collection is done by the team selected which may include both the M&E team and the CIMs
- The persons involved in the data collection record all information collected per respondent as individual interviews and submit them to the M&E team.
- M&E team helps the CIM decide on what analyses are necessary for the data collected and may help the CIM analyze data. Sometimes the M&E team may carry out an analysis of the data and give it to the CIM in form of tables which can be used for report writing.
- The CIM then writes up a report on the interventions' impact in the Intervention Status Report with the analyzed data taking help of the M&E team and also updates the predictions given in the results chain with actual data.

Where data collection is outsourced, quality control of the data collection process is generally done by the M&E team. However, when the out sourced data collection is done to get information for an intervention, or to get impact data where no in-house study has been done, a CIM will also be involved in the data collection process. To ensure good quality data, random checks are carried out on the data collection process, and completed forms are also checked carefully. Revisiting some respondents may be necessary to verify collected data, maximize accuracy, minimize mistakes and ensure all needed information is gathered. Analysis of outsourced data collection is again done either by the M&E team or under close supervision of the M&E team who also rechecks some of the analysis done for accuracy. The analyzed results are again used by the CIMs to write reports of their interventions. The outsourcing of data collection is generally done under one of the 2 conditions listed below

- Where large samples and/or extensive geographical locations need to be covered, that cannot be done with in-house resources. In such cases a research firm who may be hired who will, under the purview of the CIM, with advice from the M&E team, take care of everything from development of data collection tools to sample selection to gathering data, analyzing and reporting the data.
- Where language differences make it impossible for the CIM and/or the M&E team to gather data themselves and the data to be collected does not require much probing but can be done with the aid of a questionnaire and some enumerators. In such a case a number of enumerators are hired, equipped with the questionnaires and sent forth to gather the necessary information.

Once again where data collection is outsourced overlooking the process is done by the CIM and the M&E team, mostly with the M&E team providing the CIM with technical help and where necessary the resources for supervising the study. The gathered data is checked for inconsistencies by the M&E team. The analysis of the data is then done by the CIM and the M&E team together.

6. DATA COLLECTION TOOLS & USES

Tools	Used For	Done by	How/ When
Secondary Information and Reports	The use of secondary information and reports allow researchers to get general information on the target area or sector	Conducted by CIMs and/or M&E team	Sources may be internally generated reports, or external documents and data depending on the information needed. Credible external sources of information are generally those that are widely accepted and used.
Observation	Observation is used to gather qualitative information, quickly assess changes, collect preliminary information before other tools are used, and validate findings from other tools	Always conducted by market unit and/or M&E team. Observers must be familiar with the market situation	May be in the normal course of work by the market unit or may be planned as a separate activity; involves watching market players' behavior. May also include informal discussions with market players
In-depth Interviews	In-depth interviews are used to: gather qualitative information, explore processes of change, understand underlying reasons for changes, explore attribution.	Usually conducted in-house, but may be outsourced, depending on the kind of information being sought and available time and resources. The interviewer must have a good understanding of the market	Sample size ranges from 5- 10; respondents per LGA are purposely chosen with the aim of maximizing relevant information gathering, usually through a lead contact A broad guideline that lists what PrOpCom needs to find out is prepared; in the interview, questions are detailed, a lot of time is taken for getting explanations Facts are validated through details There is much probing which leads to eliciting more and sometimes unexpected details
FGDs (Focus Group Discussions)	FGDs are used to: gather qualitative information, explore processes of change, understand changes in more depth, explore attribution.	Moderators may be PrOpCom staff or an external consultant, The moderator must have a good understanding of the	Group of 8-15 people; respondents for each group are chosen to be mostly homogenous in terms of topics for discussion and who will feel comfortable together The meeting is conducted in a convenient and comfortable location for the respondents, with

		subject	arrangements for refreshment, and a good system for recording the discussion FGDs are a good tool for getting the common view of attendants but it is weak in understanding individual cases and socially sensitive cases
Formal Surveys	A formal survey is used to: validate the findings of in depth interviews or FGD with a larger, more statistically significant sample size, or to cover areas that PrOpCom staff cannot cover due to language differences	Always outsourced	Sample size generally ranges from 50-200 but may be larger; respondents are selected randomly. The questions are simple and are directed to get solid facts. The interviewer should not ‘probe’ or ‘lead’ the respondent.

7. AGGREGATING IMPACT

PrOpCom aggregates predictions and estimates of its contribution to poverty reduction in terms of outreach to SMEs, additional jobs and increased incomes across all interventions. Aggregated figures for SME outreach, additional jobs created and income generated are calculated twice a year for the six monthly reports. The M&E specialist is responsible for the aggregation of the figures supported by the CIMs and the M&E team.

SME outreach, additional jobs and increased income are aggregated based on either the predictions made for each intervention or on actual figures collected for each intervention. Thus the aggregated figures are calculated of the actual impact achieved by the programme, and also the estimated impact (consisting of both predictions and actual impact) of the programme.

The methods of aggregation are explained below:

1. For aggregating, jobs, income and private sector investment:

   These figures are first added up to give total impact. This is mainly because for these indicators attribution is addressed per intervention, there are no overlaps in the additional jobs, additional income, or the private sector investment generated between the interventions. In other words, the figures for additional jobs, additional income and private sector investment are generated *only* for that intervention. Therefore, these figures may be added up across interventions to arrive at the additional jobs created and income generated for the whole project.

2. For aggregating outreach:

   Firstly those interventions without overlapping beneficiaries can be simply added up together to come to a total number of beneficiaries reached. However there are cases where a number of interventions can have effects on the same group of people.

   Thus all interventions are first checked to find out which of them have overlapping beneficiaries. Usually there is an overlap among the beneficiaries when two or more interventions are carried out in the same area targeting the same kind of people e.g. a number of interventions targeting farmers in Kano State might have overlapping beneficiaries. So interventions' beneficiary groups and their geographical locations are checked to identify interventions that can have overlaps. After identifying these interventions the figures on outreach are then corrected for overlaps by identifying and counting only once beneficiaries that have been reached by a myriad of interventions. After these beneficiaries have been counted, they are then added to the beneficiaries of other interventions with which they don't overlap to come to a total number of beneficiaries reached.

8. ATTRIBUTION

Well designed results chains by virtue of showing how PrOpCom activities lead to impact already attribute. They only show change that is expected to happen due to the planned activities. Thus by carefully measuring the changes for each box in the results chain and also in checking through various qualitative means how each box in the results chain leads to the next the attribution of changes at higher levels is done. Thus, if change is happening at one level of an results chain, but not the next, then the impact chain is broken. Establishing that the expected intermediate changes are happening which would lead to later changes and finally poverty reduction is the basis for estimating the contribution of PrOpCom to the higher level changes.

Understanding and examining the chain by collecting qualitative information on why changes are happening also provides a basis for examining the processes through which the changes are occurring. In-depth interviews are generally used to explore changes that result at the various levels due to PrOpCom activities.

However, changes in the market may be due to changes in the market situation, weather conditions etc, or it may be due to other players in the market such as government or other donor projects also implementing interventions that are aimed at solving the same problem that PrOpCom is targeting. Both of these cases are handled in the manner outlined below:

- Collect baselines to make a comparison of impact data with the previous market situation. Through in-depth interviews conducted during impact assessments collect past information of business practices of the beneficiaries and service providers to compare changes they have experienced with their past practices.
- Compare against others in the area who have not been touched thus using them as a control group to see if changes are really due to PrOpCom activities. Collect information through observation and in depth interviews of other programs undertaken by the government, other donor projects or private sector in the same area working in the same things (e.g. for an intervention working to provide access to tractor service, check if any other institution is also working to providing access to tractor services)

Thus through these methods PrOpCom manages to firmly establish that changes have been introduced into the market by the programme, and these changes are unique or new for the beneficiaries and also establish that these changes were not as a result of other players acting differently in the market. By consistently adhering to this process, PrOpCom can not only understand changes but also estimate and report the impact of PrOpCom activities

9. DISPLACEMENT

PrOpCom interventions benefit some enterprises, but others may suffer as a result. For example, if the use of tractors become very cost effective, farmers might forgo the use of manual labor making those laborers unemployed. It is therefore necessary to determine if displacement effects occur, are they outweighed by the positive effects of the intervention. PrOpCom takes this into account in impact assessment, but only to a limited extent.

Usually, PrOpCom chooses to work in markets that are being affected by a shortage of something (usually an input) and therefore expects displacement to be minimal. For example, improving access to tractors is done because farmers generally face a labor shortage and hence cultivate less land. Generally situations where displacement are likely to occur are rare. Thus, in practice, it will not be common for PrOpCom to take displacement into account in impact estimates.

However, care is taken during various studies conducted for baselines, impact assessments etc to ascertain if any displacement is likely. When market teams see a displacement effect and see the effect to be significant, they bring it to the attention of the M&E Specialist who then makes a judgment if and to what extent impact estimates will be adjusted to account for displacement.

10. Staff Roles and Responsibilities

M&E cannot be the sole responsibility of only the M&E team or of only the CIMs, collaboration between the two is very important. It should be understood that the CIMs have the knowledge about the market situations and partners etc, whereas the M&E has the technical expertise. Throughout this manual the roles of the CIMs and the roles of the M&E team has been specified. The table below mostly summarizes those points:

Tasks	Responsibility
Market study for understanding market and designing interventions	Done by CIMs and M&E. CIM writes report, M&E helps with analysis.
Preparing IG	Done by CIM, with help and quality control from M&E.
Baseline questionnaire preparation	Prepared by M&E with input from CIMs.
Baseline data collection and report writing	Activity monitors, research officers and CIMs collect the data and the report is summarized/analyzed by the M&E team and input given to CIMs
Updating of IG	Done by CIMs checked by M&E
Capturing of intervention monitoring data	CIMs, or Activity monitors and Research officers who report data to the CIMs
Questionnaires for impact assessment, samples	Prepared by CIMs with input from M&E. Sample sizes determined by M&E on discussion with CIM, locations suggested by CIMs
Impact data analysis and Intervention Status Report writing	Done by CIMs, checked and finalized by M&E
Aggregating impact data across programme. Reporting on Log frame achievements.	Done by M&E, checked by Programme Manager and Director of Communications and Knowledge
Six monthly report	Written by M&E specialist, Director of Communications and Knowledge, and Director of Operations. Finalized by Programme Manager.

11. ANNEXES

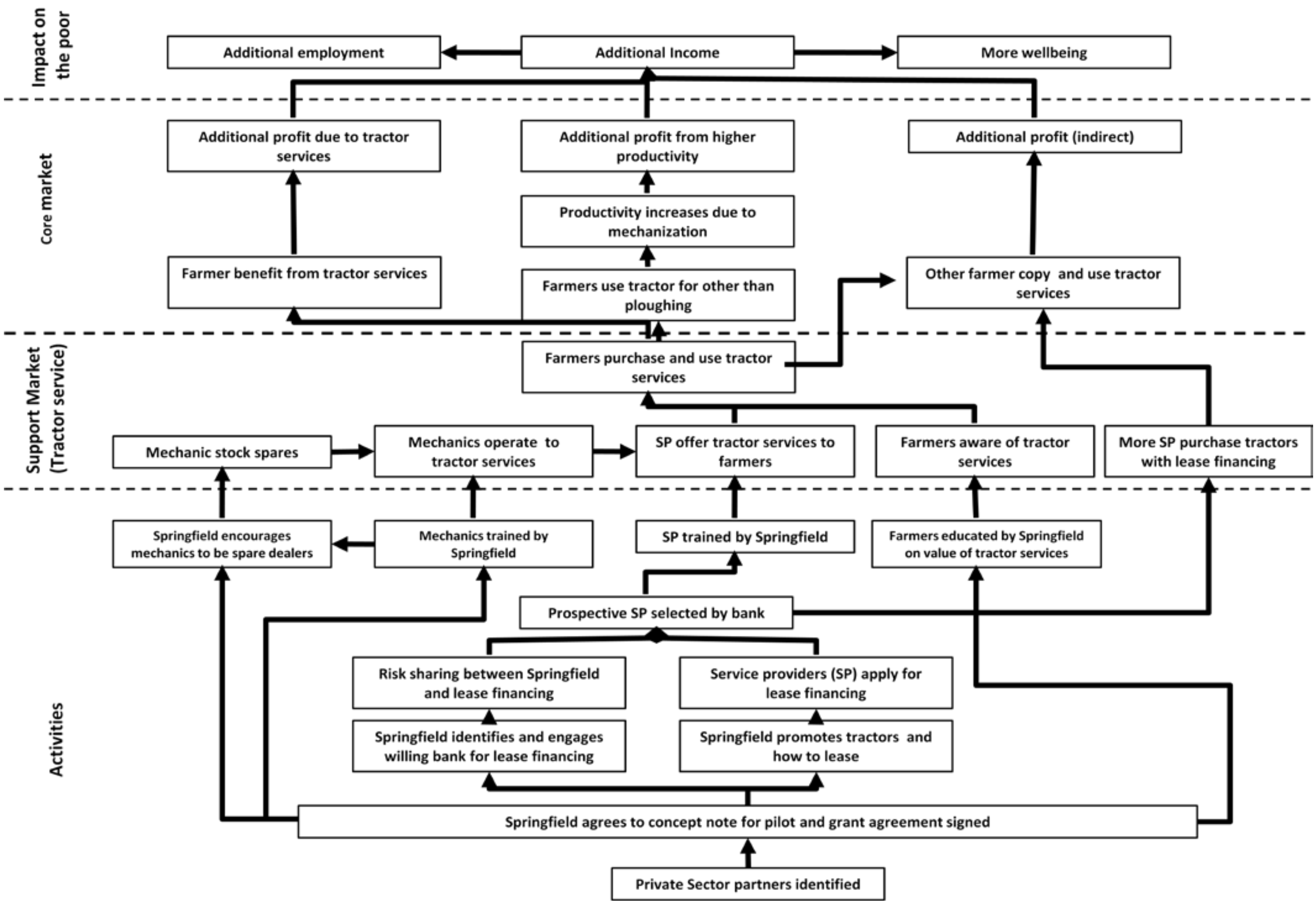
11.1. ANNEX 1: INTERVENTION GUIDE FORMAT:

Page 1: Overview				
Market:				
Intervention title: Starting date: Expected closing date: Monitoring closing date:				
Summary key impact	Project end date		Three years from intervention start start intervention	
	Direct	Indirect	Direct	Indirect
Outreach				
Additional income				
Additional employment				
% females				
Private sector partner(s):				
 Private sector investment:				
Innovation: Last update: Next update due:				
Catalytic intervention manager:				

Page 2: Strategy
Market strategy (growth potential, constraints to growth, opportunities to unlock)**:** **Background:**
Strategy: Intervention area 1: Intervention area 2: *Etc*
Intervention story (what constraint addressed through which support market)**:**

Page 3: Intervention status	As Per:

Page 4: Results chain (sample)



Page 5: Measurement Plan (the plan of the sample results chain used)

Level	Results chain	Question(s)	Indicator(s)	How	Who	When
Poverty	More wellbeing	How has wellbeing of farmers increased?	Change in food intake Change in health Change in education status of children Change in house	Interviews, survey	Market and/or M&E Team and/or 2nd party	Dec-10
	Additional income	What is the total additional income increased?(see boxes 22,23,24)	Change in income	If needed, additional survey on top of research for box 22, 23, 24	Market and/or M&E Team and/or 2nd party	12/31/2010; repeat Dec 12
	Additional employment	How many labors lose their job for mechanized farming? How many labors get additional job for mechanized farming?	No. of labor losing job No. of labor getting job	Interviews, survey among famers	Market and/or M&E Team and/or 2nd party	Dec 10; repeat Dec 12
Core Market	Additional profit (indirect)	What this the additional profit indirect (see box 20)?	Additional profit	Interviews, survey	Market and M&E Team	Dec-11
	Additional profit from higher productivity	What are the additional profits generated from higher productivity?(see box 21)	Increase in profit	In-depth interviews with farmers	Market and/or M&E Team	Dec-10
	Additional profit due to using basic tractor service	What are the additional profits generated only from savings on labor cost and increased land under cultivation)? (see box 18)	Increase in profit	See box 18	Market and/or M&E Team	Dec-10

Level	Results chain	Question(s)	Indicator(s)	How	Who	When
	Productivity increase due to mechanization (deeper ploughing, better planting distance, etc)	Is there concrete proof for increased productivity due to use mechanized services? How much productivity is increased for using different mechanized tools?	Increase in productivity	In-depth interviews with farmers	Market and/or M&E Team	Dec-10
	Farmers copy from others and purchase tractor service to replace labor and expand cultivation	How many farmers are copying from other farmers, and what do they copy, which service, for which reason (save cost, cultivate more land, etc), involving how much land? Does this lead to more SPs entering the tractor service business?	No, farmers, types of service, amount of land; new SPs entering market	Interviews with farmers, observation new SPs	Market and M&E Team	Dec-10
	Farmers make use of new services other than ploughing	What are the other agmech services than ploughing? How many farmers make use of these 'new' additional tractor services?	Types of other services used, no. of farmers using new services	Survey among SPs	Market and/or M&E Team	Dec-10
	Farmers get benefit of using tractor services	How much more land are brought under mechanized farming during the ***major*** season? How much more land are brought under mechanized farming during the ***minor*** season? What are the crops cultivated during those seasons? Do farmers start to cultivate 2 seasons instead of one because of timely delivery of ploughing service? How much money farmers could save for mechanized farming?	Amount of land (major season) Amount of land (minor season) Types of crops No of seasons? Decrease in production cost due to switch to mechanized service	Interviews, surveys with farmers, perhaps SPs	Market and/or M&E Team	Dec-10
	Farmers purchase and make use of tractor service	How many farmers purchase the service + which service? Reason for buying service For which season do they purchase the service + for how much land? For which type of land or crop do they purchase it? Are SPs selling enough services to make profit/repay loan?	No. of farmers, Type and amount of land, type of crops, type of service, reasons, Sales SPs	Interviews, survey with SPs and farmers in two states	Market and M&E Team	Dec-10

Level	Results chain	Question(s)	Indicator(s)	How	Who	When
	More SPs purchase tractors with financing from banks	SPs crowd in the market to cater to additional (indirect) demand for services from farmers. To whicih tractor company and bank do they go?	No SPs, which tractor company, which bank	Interviews	Market team	Apr 2011
	Farmers aware of 'extended' possibilities of tractor service	How many farmers are aware of agmech service? Do they have a clear understanding of the benefits of using tractor services, also to use tractor for more than ploughing?	No. of farmers + understanding of service	Interviews with farmers	Market and M&E Team	Aug-10
	SPs offer tractor service to farmers	How many SPs are providing tractor/agmech service? What is their service charge and is it reasonable for farmers? Are they sufficiently active in 'marketing' themselves?	No. of SPs Price of service + 'marketing' activities	Records Springfield, observation, interviews	Market and M&E Team	Jul-10
	Mechanics operational to support tractor services	What is the operational strategy of the mechanics to provide the repairing services to the tractor SPs? How many mechanics are in business?	No of mechanics + Method of selling the service	Observation, records Springfield	Market and M&E Team	Aug-10
	Mechanics stock spare parts	How many of the mechanics have stocked spare parts?	No. of mechanics (stocking)	Observation, records Springfield	Market Team	Aug-10
Activities	Farmers sensitized by Springfield on benefits of 'extended' tractor service (planting, fertilizer application, boom spraying, harvesting) in 32 field days:	How did Springfield make the farmers aware of agmech? Was this activity enough to motivate the farmers? How many farmers have been reached? Do the farmers fall under the coverage of the SPs?	Type of awareness program No of farmers motivated through the awareness program Area of the activity	Observation during field days	Market Team	Aug-10

Level	Results chain	Question(s)	Indicator(s)	How	Who	When
	SPs (+ operators) trained by Springfield on tractor operations and viable business model (incl. night time ploughing)	Was there any training module prepared for the training? What was the content of the training? Who provided the training - Springfield person or outsider? How many SPs have been trained?	Prepared/ready training module Identity of the trainer No. of SPs trained	Observation during training, training module , Springfield records	Market Team	Jul-10
	Springfield encourages mechanics to become accredited spare part dealers	How many of the mechanics have become spare parts dealer? What are the incentives for the mechanics to become spare parts dealers?	No. of spare parts dealers Incentives	Discussion with Springfield	Market Team	Aug-10
	Mechanics trained by Springfield to support tractor service and reduce risk to banks	What are the selection criteria of choosing the mechanics? How many of them have been trained? Is there enough business incentive for them?	Proper selection, no. of mechanics trained, incentive structure	Observation, discussion with Springfield, Analysis of incentive	Market Team	Aug-10
	Prospective SPs profiled and selected by FI, sign lease agreement and receive tractor	How many SPs have been selected by the bank(s) for lease financing? What are the terms & conditions of agreement between the SPs and the bank(s)? When did the SPs receive the tractors?	No of SPs selected by the banks Terms & conditions of the agreement Time of receiving the tractor	Records Springfield, bank, observation	Market team	Jul-10
	PrOpCom produces and airs a movie on the financial benefits of providing and using tractor services and promotes all tractor suppliers	Is the movie made? Who are the target audiences? How are they being reached?	Movie, Characteristics of target audiences Airing times, and methods	Observation	Market team	Aug-10

Level	Results chain	Question(s)	Indicator(s)	How	Who	When
	Service providers apply for a lease financing arrangement from Lotus Capital to purchase Springfield tractors	How many SPs agree to take up lease arrangement to purchase tractor and from where (which state) are they?	No of SPs + geographical location	Records Springfield, bank	Market team	Mar-10
	Risk sharing deal reached between Springfield and FI on lease financing (incl. extension warranty, minimum down time guarantee + compensation extra down time, replacement SP in case of default)	What are the details of the agreement between Springfield and First Bank?	Details of the agreement	Deal between Springfield and bank	Market team	Jun-10
	Springfield promotes its tractors and the various commercial uses of tractors to prospective service providers, and suggests methods of financing from Financial Institutions	How do prospective SPs react to 'offer' Springfield + potential new uses tractor? Are they willing to consider some form of loan to buy Springfield tractor	Interest and readiness of prospective SPs	Presence in meeting	Market Team	Jan-10
	Springfield identifies and engages with a financial institution (FI) willing to develop lease finance product for purchase of tractors by Service Providers	Which bank(s) are ready to think about lease arrangement for tractors?	Bank	Report on talks between Springfield and banks	Market tam	Jan-10
	Springfield agrees to concept note for pilot of 100 tractors and grant agreement signed	Did they simply agree with the concept note or added/ improvised the idea? What it the final 'plan'? How did they take the cost sharing idea of intervention?	Stance of the partner during deal making	Deal making with the partner	Market	Feb-10

Level	Results chain	Question(s)	Indicator(s)	How	Who	When
	Private sector partner with interest to sell tractors commercially identified	Who are the potential private sector partners? How many of them are interested in the idea?	No. of interested partner	Market intelligence	Market Team	Jun-09

Page 6: Support Calculations

Page 7: Log Book:

Quarterly Programme Review on Tractor Intervention - 22nd June 2010
Attendance: Julian Peach, Sadia Ahmed, Tunde Oderinde

Effective communication of achievements on the intervention
It was noted that achievements of the intervention is under reported and that the communication support for the intervention is under-utilized. It was advised that more attention should be given to communicating the intervention to wider stakeholders' audience through the various publicity media, such as the intervention update, success stories, press releases, case studies and news highlights. The issue of capacity and personnel to support the actualization was also thrown up and Julian recommended that we could engage a writer to do our stories when we are pressed with time for facilitation work.

Meeting tractor sales target in the Log frame
Means of achieving additional tractor sales through other banks dominated the discussion during this segment. Since the tractor intervention pilot with First Bank and Springfield Agro would only deliver 50 tractors there is need to get additional 20 tractors financed by other banks. Julian suggested that we approach other banks with the MoU signed by parties in the FBN-Springfield pilot without offering PrOpCom's cash backing. It was agreed that Springfield needs to start to think of scaling up and meeting their targets and deliverables in the Mudu agreement with PrOpCom

Farm-tastic Future Project: Documentary Film and Radio Spots
The timeline for delivering this job was the key concern. Julian advised that we get the process of contracting done with and run the production and post production on time to deliver footage for review purposes. He suggested that it would be nice to have the documentary running before the evaluation in October

Manpower and capacity issue
The discussion bordered on the scope of the tractor intervention which is expanding. In order to be able to cope and achieve set deliverables as at when due, the programme officer suggested that the research officer yet to be assigned to any intervention be assigned to handle all research requirements of the tractor intervention. Since the lady is from the south west and speaks the language fluently it was agreed that she would be comfortable to work within the terrain.

11.2. Annex 2: Indicators in Measurement Plan:

Levels	Box	Key Indicators of Change	Supporting Information
Activities	Activity 1,2,3…	1. Activity completion date 2. Outreach, for example to market actors, associations, trainees etc.	1. Level of participation by strategic partner(s) 2. Reasons for strategic partner(s)' participation
Support Markets	Change in service providers' capacities and behavior	3. Number of support market actors (providers) that change behavior in a defined way for example, offer more information to SMEs, specifically target SMEs as customers, etc.	3. Number of support market actors that report learning new skills or getting new information 4. Reasons for changes in behavior 5. Increase in profits (to gauge sustainability) 6. Opinions on new actions/behaviors
	SMEs' increased service use / interaction with providers	4. Number of SMEs that start or increase service use / interaction with providers 5. Average amount change in use per month (or another timeframe)	7. Reasons for changes in performance of providers 8. Reasons for changes in SMEs service use / interaction with providers 9. Average change in the number of SME customers of the providers 10. SMEs' satisfaction with services / providers
	Providers crowd in	6. Number of providers that crowd in and serve SMEs 7. Number of SMEs served by crowded in providers	11. Reasons for crowding in 12. Sales of crowded in providers
Core Market	Direct / indirect SMEs' change their behavior	8. Number of SMEs that change behavior in a defined way, for example make a technical improvement	13. Reasons for changes in behavior 14. Extent of changes in behavior 15. Changes in behavior per enterprise size

Levels	Box	Key Indicators of Change	Supporting Information
	Direct / indirect SMEs improve productivity	9. Number of SMEs that improve productivity 10. Average % change in productivity over a month, season or other timeframe	16. How change in behavior contributes to productivity 17. Changes in components of productivity – yields, costs, production etc. 18. Changes in quality of production 19. Reasons for changes in productivity 20. Relative changes in productivity per enterprise size
	Direct / indirect SMEs increase profits	11. Number of SMEs that increase profits 12. Average change in amount of SMEs profits per month, season or another timeframe	21. Components of profits – costs, sales, prices 22. Reasons for changes in profits 23. Relative changes in profits per enterprise size
Poverty Reduction	Increased income	13. Total additional profits accumulated by SMEs over three years since the start of the intervention 14. Total additional wages accumulated by workers over three years since the start of the intervention	24. Average additional amount of profits for SMEs per month or another timeframe 25. Average additional wages for new or existing workers per month or another timeframe 26. % increase in profits per % increase in productivity 27. Average wage rates in the sector
	Additional jobs	15. Additional jobs (FTE) created by SMEs three years after the start of the intervention	28. Number of new workers needed per piece of equipment or unit of land in SMEs
	Other poverty reducing impacts	16. As applicable: three years after the start of the intervention 17. Number of people with improved nutrition 18. Number of workers with improved working conditions 19. Number of associations PrOpCom worked with	