

1. Overview

Program	PRISMA	
Audit visit dates	30 May – 8 June 2016	
Overall final ratings ¹	MUST	445/500 = 89%
	RECOMMENDED	83/120 = 69%
Coverage	All 25 active sub-sectors (with either an active or cancelled/closed intervention) were included in the scope of the audit. Sub-sectors that had only intervention ideas were excluded from the audit. One intervention in the Maize NTT sub-sector that was initiated by a previous programme was also excluded. All control points were checked.	
DCED Standard	Version VII, April 2015	

Signed:  Surabaya
5/8/2016

Team Leader
PRISMA

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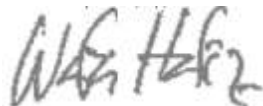
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¹ An overall rating of 100% implies that the project meets the compliance criteria and has a strong measurement system of acceptable quality within the boundaries of what the programme has set itself to measure, not that it has a perfect measurement system.

Acronyms

AAER	Adopt Adapt Expand Respond (Framework)
AIP-Rural	Australia-Indonesia Partnership for Rural Economic Development
BACO	Before and after Comparison with Opinion
DCED	Donor Committee for Enterprise Development
DFAT	Department of Foreign Affairs and Trade Australia
EFT	Early Flowering Technology
EJ	East Java
FGD	Focus Group Discussion
GAP	Good Agricultural Practice
GRP	Good Rearing Practice
GSD	Growth Strategy Document
IA	Impact Assessment
ICN	Intervention Concept Note
IP	Intervention Plan
ISD	Intervention Steering Document
ISP	Intermediary Service Provider
MRM	Monitoring and Results Measurement
NTB	Nusa Tenggara Barat
NTT	Nusa Tenggara Timur
PRISMA	Promoting Rural Incomes through Support for Markets in Agriculture
PSP	Private Sector Partner
RC	Results Chain
RM	Results Measurement
RML	Results Measurement and Learning
WEE	Women's Economic Empowerment

2. Summary of the Programme and Results Measurement System

Summary of PRISMA

Promoting Rural Incomes through Support to Markets in Agriculture (PRISMA) is the largest programme under the Australia-Indonesia Partnership for Rural Economic Development (AIP-Rural). AIP-Rural focuses on improving small holder farmers' competitiveness and access to new markets, better inputs, know-how and technology. PRISMA aims to contribute to the AIP-Rural goal of achieving a sustainable 30% increase in the net incomes of 300,000 male and female small holder farmers in eastern Indonesia. PRISMA started in November 2014 and the first phase is due to end in 2018.² PRISMA has a budget of AUD 77M.³

PRISMA works in five geographical regions (provinces): East Java (EJ), Nusa Tenggara Barat (NTB), Nusa Tenggara Timur (NTT), West Papua (WP) and Papua (Pa). The programme targets specific commodities with opportunities for pro-poor growth. The combination of a commodity and a province is called a sub-sector. For example, the maize commodity is divided into 3 sub-sectors: maize East Java; maize Nusa Tenggara Timur; and maize Nusa Tenggara Barat. Interventions are designed based on challenges and their underlying causes identified in each sub-sector. PRISMA currently works in 35 sub-sectors.⁴

PRISMA works in sub-sectors either directly with its internal staff or through outsourcing to organisations or companies known as "co-facilitators." PRISMA has provided grants to 12 co-facilitators who implement interventions in 17 sub-sectors. The organisational structure of the programme has evolved since its inception; currently the programme is divided into six units. These are: four portfolio units who implement interventions, one results measurement and learning (RML) unit, and one operations and finance unit. The total number of staff in the programme is currently 85.⁵

Key Features of the Results Measurement System

The backbone of PRISMA's results measurement system is the programme results chain and the programme review cycle. The programme results chain explains the generic kinds of changes that the program expects due to its work and how those changes are expected to cause other changes that are expected to lead to increased income for poor farm households. The integration of the results measurement process with programme management is structured by the programme review cycle. This is a series of meetings conducted at different intervals for intervention, sub-sector and portfolio levels, which aim to determine how interventions are working, how sub-sectors are changing and, ultimately, what this means for the programme portfolio.⁶ The programme team regularly uses information on results to improve interventions, make decisions on terminating or expanding interventions, develop sub-sector strategies and shape the programme portfolio.

At the intervention level, the results measurement process is guided by Intervention Steering Documents (ISDs). The ISD is the culmination of the intervention design process. This process starts with an Intervention Concept Note (ICN), proceeds to an Intervention Plan (IP), followed by an agreement with one or more partners and then moves into implementation. The ISD is developed in the first few months of implementation. It summarizes the intervention design and guides the

² From the AIP-PRISMA website: www.aip-rural.or.id

³ 2015 Progress Report and Implementation Plan January-June 2015

⁴ From the assignment terms of reference.

⁵ From the assignment terms of reference.

⁶ From the PRISMA Results Measurement Manual Version 3.1 March 2016.

monitoring and measurement of results as well as consolidates findings on results. It includes a cover page summarizing the background and key features of the intervention, a business model outlining how changes are expected to be sustainable, the intervention results chain, a summary of the MRM strategy, a detailed MRM plan, projections for key quantitative indicators and actual results as they are assessed, a calculation of expected additional profit for farming households, semi-annual and cumulative figures for key indicators, a framework for capturing observed systemic changes and a log to record changes in the ISD itself.

Sub-sector teams take the lead on monitoring and measuring the results of their interventions supported by a focal person from the RML team. Co-facilitators use the same MRM system as PRISMA with minor adaptations to fit their institutional contexts. Like PRISMA, co-facilitators have a sub-sector team and a designated results measurement focal person. A PRISMA Business Consultant coordinates inputs and communication from PRISMA to the Co-facilitator. The PRISMA liaison and the Co-facilitator are supported by PRISMA RML in carrying out their MRM tasks and responsibilities.

The sub-sector teams conduct most of the regular monitoring, while the RML team has a more prominent role in impact assessments. Most impact assessments are managed by PRISMA using contracted enumerators for gathering data. Findings from both monitoring and impact assessments are stored in an evidence file organized by results chain box. In addition to formal assessments, sub-sector teams are generally in touch with various market players through implementation, which helps them to monitor interventions. Their market relationships also provide them with opportunities to identify systemic changes and unintended effects of interventions.

PRISMA aggregates its results across the programme twice per year for reporting to DFAT. Direct results are accrued for two years after intervention implementation. It is planned that results from systemic change will be accrued for two years after they start. PRISMA submits reports twice per year, which summarize progress and contain aggregated results and costs for the programme as well as updates for each sub-sector. The 2015 Annual Report contained "estimated" as well as measured results. Estimated results are based on incomplete impact research and are, therefore, less credible than measured results. The report provides a clear breakdown of the estimated and measured results.

Evolution of the Results Measurement System

PRISMA's results measurement system was designed as soon as PRISMA started and full implementation of the system started in August 2014.⁷ PRISMA designed its system to comply with the DCED Results Measurement Standard. The programme underwent a pre-audit review in November 2015.

PRISMA's system has evolved as the programme has grown; there has been a regular focus on improving the system and upgrading it to better address emerging challenges. For example, PRISMA is currently working on plans to measure the results of systemic change at the beneficiary level (indirect impacts) and further developing its system for assessing gender differentiated results. PRISMA has also revised the format for the ISD to make it more comprehensive and useful. At the beginning of 2016, PRISMA significantly expanded its RML team. This expansion has enabled the RML team to provide considerably more support to the sub-sector teams and raise the quality and consistency of MRM. Just after the audit, PRISMA published a summary annual report for 2015 on its website, increasing transparency and contributing to the knowledge base in the private sector development field.

⁷ From the Assignment Terms of Reference.

PRISMA has also worked to build the capacity of its team in MRM. This includes the RML team, the sub-sector teams and the co-facilitators. All staff are provided an orientation on MRM and most have also undergone dedicated MRM training.

3. Summary of the Audit Process

The audit reviewed a representative sample of all current and past interventions in PRISMA. The auditors arrived at the representative sample using a mixed approach of purposive and random sampling. PRISMA focuses on a total of 35 sub-sectors, of which 25 sub-sectors currently have active interventions, categorized under four portfolios. The audit sample included seven of the active sub-sectors. This sample size was derived by calculating the square root of the total 35 sub-sectors, which gave a sample size of six. Given that the locations are quite diverse, and most sub-sectors have only one or two interventions, it was decided to sample seven sub-sectors, rather than six, to sufficiently represent the programme.

The sampling process involved analysing sub-sector locations and statistics. The analysis focused on budget as a percentage of the total budget, number of active interventions within each sub-sector, whether the sub-sector was PRISMA or Co-facilitator managed, whether the programme had conducted baseline or impact assessment studies for interventions in the sub-sector, if there were any cancelled or closed interventions in the sub-sector and under which portfolio the sub-sector is categorized. Based on this analysis the audit sampling process was conducted in a manner to ensure that the sample included representation from all four portfolios, and a mix of PRISMA and Co-facilitator managed sub-sectors. Maize NTT was purposively selected because it was the only PRISMA managed sub-sector among the top six sub-sectors in terms of budget that contained at least 3 active interventions. Sub-sectors were then selected randomly (using a random number generator), and reviewed to ensure an appropriate mix of sub-sector locations. Following this approach, the six sub-sectors selected were Beef NTB, Mango EJ, Cassava EJ, Cashew NTB, Soybean EJ, and Coffee NTT, making the total number of sub-sectors selected seven including Maize NTT.

The following table summarizes the sub-sectors selected with the total number of interventions in each sub-sector that can be audited.

Summary of sub-sectors locations selected for the Audit						
Portfolio	Selection approach	Sub-sectors selected	Total # of Interventions	No of cancelled intervention	Implementing partner	% of budget
1	Random	Cashew NTB	1	1	Mercy Corps	10.7%
1	Random	Mango EJ	1		PRISMA	7.3%
2	Random	Soybean EJ	4	1	PRISMA	3.3%
3	Purposive	Maize NTT	3		PRISMA / YIPD	9.2%
3	Purposive	Coffee NTT	2		VECO	11.2%
4	Random	Beef NTB	1		LP2DER	2.2%
4	Random	Cassava EJ	2	1	SNV	3.3%
Total			14	3		47.2%

Once the sub-sectors were selected, a purposive sample of interventions within these sub-sectors was chosen for the audit. In most cases, this meant choosing all eligible interventions in the sub-sector. Where not all interventions were included in the audit, the sample was selected based on availability of baseline and Impact assessment data. The table below shows the 11 interventions selected for the audit.

Sub-Sector	Intervention Title	Stage of implementation	Baseline conducted	IA conducted
Cashew NTB	2CWA-Pest Control and GAP Services	Closed	Yes	Yes
Mango EJ	1MOA-Early Flowering Technology-Off Season	Active	Yes	Yes
Soybean EJ	1SNB- Certification & Nurseries	Active	Yes	Yes
	1SNA- Developing Commercial Market	Cancelled/ Closed	Yes	Yes
Maize NTT	3MEA-Composite Maize Seed	Active	No	No
	3MEC-Good Drying & Storing Practice	Active	No	No
Coffee NTT	3CEA-Coffee-Franchise Development	Active	Yes	Yes
	3CEB-Decentralized Processing	Active	Yes	Yes
Beef NTB	2BFA-Commercial Feed	Active	No	No
Cassava EJ	1CAA-Access to GAP and Fertilizer	Active	Yes	Yes
	1CAB-Promoting Rewarding System and GAP to Increase Quality and Regularity of Cassava Supply	Cancelled/ Closed	Yes	No

The in-country portion of the audit was conducted in Surabaya, Indonesia from the 30th May through the 8th of June 2016. Document review preceded the in-country visit. Further assessment and report writing followed the visit.

For each intervention, the audit reviewed the Intervention Steering Document (ISD) containing the results chain, measurement plan and supporting information; Intervention Concept Note (ICN), Intervention Plan (IP), relevant sub-sector Growth Strategy Document (GSD), available background information; data, analysis and available reports from monitoring and measurement activities, baseline and impact assessment; and methodology, terms of reference and reports included in the evidence folder of each intervention. For the overall PRISMA programme, the audit reviewed the relevant Progress Report and Implementation Plans, internal portfolio reviews, sub-sector review presentations, Quality Monitoring Tool (QMT), monthly and quarterly meeting minutes, the programme organogram, cost allocation and staff competency matrix. A full list of the documents reviewed is provided as Annex 3.

For each intervention, interviews were held with the entire sub-sector team, which included a combination of principal business consultant, senior business consultant and business consultants, associated Results Measurement and Learning (RML) focal point, and selected key partners when possible. In addition, for co-facilitator managed interventions, the co-facilitator team members managing the intervention and the associated RML personnel have been interviewed. For the overall programme, interviews were held with the RML team, the Team Leader, the Heads of Portfolio for all four portfolios, Gender and Social Inclusion Specialist and the Finance Manager. The full list of interviews conducted is provided as Annex 4.

4. Summary of Findings

The program rates 89% (445 out of 500 possible points) for the MUST control points and 69% (83 out of 120 possible points) for the RECOMMENDED control points. The maximum scores have been adjusted to exclude the “Not Applicable” compliance criteria. All compliance criteria were verified. The table to the right summarizes the ratings per section. For details of the ratings for the overall programme and sub-sectors, see Annex 1.

Sections	Level	Percent
Section 1	Must	95%
	Rec	61%
Section 2	Must	91%
	Rec	90%
Section 3	Must	78%
	Rec	71%
Section 4	Must	71%
Section 5	Rec	45%
Section 6	Must	100%
	Rec	100%
Section 7	Must	95%
	Rec	0%
Section 8	Must	94%

The tables below show the rating for each control point and summarize the audit findings per section of the Standard. More detailed findings per sub-sector are provided in Annex 2.

Section 1: Articulating the Results Chain

Control Point	M/R	Max. Score	Rating
1.1 An appropriate, sufficiently detailed and logical results chain(s) is articulated explicitly for each of the interventions.	M	30	27
1.2 Each results chain is supported by adequate research and analysis.	M	30	29
1.3 Mid and senior level programme staff are familiar with the results chain(s) and use them to guide their activities; key partners can explain the logic of interventions.	M	30	28
1.4 The results chain(s) are regularly reviewed to reflect changes in the programme strategy, external players and the programme circumstances.	M	20	20
1.5 The results chain(s) include the results of broader systemic change at key levels.	REC	10	3
1.6 The research and analysis underlying the results chain(s) take into account the risk of displacement.	REC	10	9

Strengths	Weaknesses
<ul style="list-style-type: none"> • A results chain is articulated for each intervention. They are mostly logical and sufficiently detailed. • For most interventions, adequate documentary evidence underlying the logic of the results chain is documented in the ICN and IP. • Key assumptions are usually clear and documented. • Documented business models in the ISDs describe the incentives for key actors, and the sustainability level in each results chain usually adequately outlines why changes are likely to be sustainable. • For the most part, mid and senior level programme staff are able to describe the results chains covering their work and give examples of how they use the results chains in their work. • There is a system for reviewing results chains. Results chains are being regularly reviewed and reviews are documented in the 'log sheet' tab of the ISD. Staff can also describe what changes were made. • In one sub-sector (Mango EJ), a system change pathway has been developed using the AAER framework. For this sub-sector, there is an AAER framework showing the vision (i.e. expected changes in the AAER by 2018) called future AAER and a current AAER capturing the current situation monitored and observed. The future and current AAER is documented in the sub-sector review (SSR) presentation. • Displacement at the farmer level is considered in the development of results chains. Whether displacement is expected is documented in the 'overall MRM strategy' tab of the ISD. Staff can also adequately explain why displacement is not expected at the farmer level (where relevant). 	<ul style="list-style-type: none"> • There are a few discrepancies in the results chains. For a few interventions, selected key changes explained by staff are not included in the results chain. For example, in Beef NTB the intervention is supposed to provide information on Good Rearing Practice (GRP), however the results chain doesn't explicitly include it. • For a few interventions, documented research does not include some key assumptions underpinning the results chain logic. In a few interventions, some key assumptions mentioned by the staff are not documented. • In a few interventions, the incentives for market actors (PSP/ISPs and/or farmers) to make and sustain behavioural changes are not sufficiently clearly documented. • In some sub-sectors, some PRISMA staff and/or Co-facilitator staff are not able to fully describe the results chains covering their work without prompting. In a few sub-sectors staff from PRISMA and/or the Co-facilitator could not give examples of how they use the results chains in their work. • In two sub-sectors, although there are concrete signs of systemic change, the expectations for systemic change are not outlined in the results chain or another tool, such as the AAER framework. • The documentation on displacement in the ISD often does not include any justification of why there is no displacement expected at the farmer level.

Section 2: Defining Indicators of Change

Control Point	M/R	Max. Score	Rating
2.1 There is at least one relevant indicator associated with each key change described in the results chain(s).	M	20	19
2.2 Information to be collected includes qualitative information on changes at various levels of the results chain.	M	20	16
2.3 A small number of indicators at the impact level can be aggregated across the programme	M	10	10
2.4 There are specific Indicators that enable the assessment of sustainability of results.	M	20	19
2.5 Mid and senior level programme staff understand the indicators and how they illustrate programme progress.	M	20	19
2.6 Anticipated impacts are realistically projected for key quantitative indicators to appropriate dates.	REC	30	27
Strengths	Weaknesses		
<ul style="list-style-type: none"> • There is usually at least one indicator for each change described in the results chains. Indicators are mostly relevant, appropriate and adequate for the changes described. Units of analysis are usually clear from the associated projections or measurements. • Qualitative indicators are documented for many relevant levels of the results chains and the processes for assessing them are usually appropriate in practice. Qualitative indicators often adequately assess the character, depth and sustainability of changes. • All results chains include PRISMA's common impact indicators (benefit outreach and additional income). • There are specific indicators defined to assess the sustainability of results. These usually cover all players in the business model. They are usually relevant and appropriate, with an adequate mix of quantitative and qualitative indicators. • Mid and senior level programme staff can describe most of the indicators covering their work and can usually give specific examples of how they use them to inform strategy and implementation decisions. • There are projections for key indicators for all interventions. The projections are supported by documented assumptions and have been appropriately reviewed. 	<ul style="list-style-type: none"> • Occasionally, indicators are missing, irrelevant, unclear or inadequate. • In some cases, there are no documented qualitative indicators for some relevant levels of the results chain. Usually, there are no indicators to assess why changes are happening or not happening. Occasionally, the qualitative indicators do not adequately assess the depth and sustainability of changes. • Occasionally indicators to assess sustainability do not cover all players in the business model or are not sufficiently clear and thorough. • Some mid and senior level programme staff are not able to describe all key indicators covering their work and/or can not provide concrete examples of how they use the indicators to inform their strategy and implementation decisions. • There are discrepancies in some of the projections, for example minor mistakes in calculations, mismatches between assumptions and calculations and insufficient revisions to projections based on incoming data. Sources for assumptions are usually not documented. 		

Section 3: Measuring Change in Indicators

Control Point	M/R	Max. Score	Rating
3.1 Baseline information on all key indicators is collected.	M	20	18
3.2 Information for each indicator is collected using methods that conform to good research practices.	M	40	34
3.3 Programmes have a mechanism for assessing and understanding differentiated results by gender.	M	20	10
3.4 Programmes monitor to identify unintended effects.	REC	20	14
Strengths	Weaknesses		
<ul style="list-style-type: none"> • There are plans to gather baseline information on beneficiaries and these have usually been adequately carried out and documented at appropriate times. • There are documented plans to collect information on indicators for all interventions. The plans are mostly thorough, appropriate and realistic. • Progress reports, evidence files and interviews showed that monitoring is adequate in practice and documentation of evidence is often sufficient. • Impact assessments are carried out on time. The documented research designs for impact assessments are usually adequate. A number of good research practices are consistently used. • The RM Manual and gender related documents outline appropriate guidance on when to disaggregate indicators by gender. There are plans to conduct WEE impact assessments in some sub-sectors and one has been conducted to date. • Managers are usually alert to hearing about positive unintended effects through their relationships with market players. When unintended effects have been found, these have often been considered in the development of the sub-sector strategy. 	<ul style="list-style-type: none"> • When baseline information on PSPs and/or ISPs is needed, this has often not been adequately gathered, particularly quantitative information. • Occasionally, tools in the measurement plans are not appropriate. Often the documented dates for measurement are late because they outline the expected end of measurement not the beginning, although assessment is appropriately timed in practice. • Sometimes, evidence of monitoring in the evidence files is insufficient, particularly for qualitative information gathering. This typically represents a lack of documentation, rather than a lack of monitoring. • Although PRIMSA outlines adequate sample sizes for impact assessments in its MRM Manual, most impact assessments relied on inadequate effective sample sizes after data cleaning. Many also had other flaws that affected the credibility of the reported findings. For example, in some cases quality control in data gathering was inadequate, recall was too long or the sample did not adequately represent the beneficiary population. • The PRISMA guidance does not provide for assessing qualitative or deeper information on results differentiated by gender for all interventions. The planned WEE impact assessments are late in the implementation of the interventions. Indicators on access outreach are often not disaggregated according to the PRISMA guidance. Very limited qualitative or deeper information on gender differentiated results has been collected for all sampled interventions. • There is no documented guidance on scanning for unintended effects. Managers are not always sufficiently systematic in their information gathering from all market players to identify unintended effects, particularly negative ones. 		

Section 4: Estimating Attributable Changes

Control Point	M/R	Max. Score	Rating
4.1 Attributable changes in all key indicators in the results chains are estimated using methods that conform to established good practice.	M	50	36
Strengths		Weaknesses	
<ul style="list-style-type: none"> • There are documented plans to assess attribution of changes in PSPs and ISPs as well as beneficiary impacts. These plans are usually appropriate. • Assessment of attribution has been incorporated into impact assessments. • Estimated results are often supported by clear calculations. 	<ul style="list-style-type: none"> • The method to assess attribution for changes in PSPs and ISPs (Before and After Comparison with Opinion) has not been sufficiently rigorously applied as it has not included explicitly asking the opinion of the market players why changes have occurred and exploring other potential influencing factors that may contribute to change. • For some interventions, the counterfactual was not adequately defined, leading to methodological flaws in the measurement and estimation of attributable impacts. For example, in 3CEB on speciality coffee production and marketing, staff were not clear on the counterfactual for farmers. Other methodological flaws in impact assessments, such as not adequately considering farmers' previous practices, also often compromised the assessment of attributable impacts. • At the beneficiary level, farmers are often not explicitly asked why changes have occurred. • Calculation of attributable results is based on data produced through studies with some flaws, as outlined in Section 3 above. 		

Section 5: Capturing Wider Changes in the System or Market

Control Point	M/R	Max. Score	Rating
5.1 The results of systemic change at key levels in the results chain(s) are assessed.	REC	20	9
Strengths		Weaknesses	
<ul style="list-style-type: none"> There is guidance in the RM manual on when to develop a plan to assess systemic change, specifically when there are signs that it is starting to happen. Managers keep track of market level systemic change using an Adopt Adapt Expand Respond (AAER) framework. Although there is no documentation on how to gather information for the framework, the methods the teams are using are appropriate and attribution is considered to some extent. PRISMA is considering how to assess beneficiary level impacts of systemic change (indirect impacts) and has a plan for one intervention. 		<ul style="list-style-type: none"> The programme does not have documented methods or timelines for how information will be gathered to fill in the AAER framework, even when systemic change is emerging (as per the RM manual). The gathering of information for the AAER framework and the assessment of attribution is not sufficiently systematic. There are not yet concrete plans to gather information on and estimate the results of systemic change at the beneficiary level (indirect impacts) for the sampled interventions. 	

Note that this section was not applied to pilot interventions or to interventions where no systemic change was yet evident.

Section 6: Tracking Programme Costs

Control Point	M/R	Max. Score	Rating
6.1 Costs are tracked annually and cumulatively.	M	20	20
6.2 Costs are allocated by major component of the programme.	REC	20	20
Strengths			
<ul style="list-style-type: none"> Costs are tracked and reported annually and cumulatively. The reported costs include both in-country and home office costs. The financial system allocates activity and direct personnel costs by sub-sector and intervention. 			

Section 7: Reporting Results

Control Point	M/R	Max. Score	Rating
7.1 The programme clearly and appropriately aggregates programme-wide impact at least annually.	M	30	30
7.2 The programme produces a report at least annually which describes results to date.	M	30	27
7.3 Results of systemic change are reported.	REC	N/A	N/A
7.4 Results are published.	REC	10	0
Strengths	Weaknesses		
<ul style="list-style-type: none"> PRISMA has a documented system to aggregate results for the programme overall. The system is clear, thorough and appropriate. It adequately takes into account the overlap of beneficiaries between interventions and sub-sectors. The system is used appropriately to aggregate key indicators for reporting. Figures are traceable from monitoring and impact assessment data through the ISDs and to the aggregation file; calculations are clear. PRISMA produces reports twice a year that include aggregated results for key indicators and information on the context for the figures. The report describes progress towards sustainability per sub-sector and includes considerable qualitative information at the market level. There is also limited qualitative information on behaviour change among farmers. Reports mention private and public organizations contributing to the results. 	<ul style="list-style-type: none"> The methodological issues in the impact assessments, described in sections 3 and 4 above, mean that not all reported results are based on sufficiently credible research and analysis. Reports lack sufficient qualitative information on behaviour changes and impacts among beneficiaries. At the time of the audit, a report with aggregated results and costs had not been published.⁸ 		

Note that Control Point 7.3 is not applicable as beneficiary level results of systemic change (indirect impacts) are not expected yet. However, PRISMA has reported on evidence of systemic change among market players for each sub-sector.

⁸ A summarized annual report for 2015 was published on the PRISMA website after the audit.

Section 8: Managing the System for Results Measurement

Control Point	M/R	Max. Score	Rating
8.1 The programme has a clear system for using information from the results measurement system in management and decision-making.	M	30	29
8.2 The system is supported by sufficient human and financial resources.	M	20	18
8.3 The system is well managed and integrated with programme management.	M	40	37
Strengths	Weaknesses		
<ul style="list-style-type: none"> PRISMA's RM Manual provides concrete guidance on how information on results informs management decisions making at the intervention, sub-sector and portfolio levels. Mid and senior level managers can explain to what extent changes are happening as expected and can almost always provide specific examples of using information on results in decision making. There are sufficient financial resources for MRM. Human resources are adequate in terms of number of staff members and time of staff, as well as, usually, capability. MRM tasks and responsibilities are appropriately distributed and documented. Most staff are able to accurately describe their tasks and responsibilities in MRM. The MRM system is institutionalized in PRISMA. For example, MRM is adequately included in co-facilitator responsibilities and in most job descriptions. The staff competency matrix includes MRM and this is used to assess staff performance. MRM is included in staff orientation. Meeting agendas include discussions on results. All staff have access to the RM Manual and know where to find assistance with MRM when they need it. The RM Manual is adapted to the PRISMA context and includes most required topics. The quality control system for MRM is sufficiently developed and clearly documented. Most key MRM tasks have adequate quality control. 	<ul style="list-style-type: none"> Occasionally, managers could not provide concrete examples of using information on results in decision making. The PRISMA team lacks skills in some key areas of MRM, such as assessment of attribution and data analysis. A few managers lack sufficient skills for MRM oversight. Some staff required minor prompting to describe all their MRM tasks and responsibilities. In a few cases, tasks and responsibilities are not being carried out according to the documented system. MRM is not sufficiently clearly integrated into the Head of Portfolio job description and their involvement in MRM is not adequately structured and consistent. The RM Manual does not cover a few required topics, for example monitoring to identify unintended effects and how to assess attribution of systemic changes. Management oversight and quality control for impact assessments is often insufficient. In a few cases, quality control for other aspects of results measurement is not sufficient. 		

5. Summary of Key Areas for Improvement

Articulating the Results Chain

- Ensure results chains are fully logical and sufficiently detailed.
- Ensure all staff are sufficiently familiar with the results chains and use them to guide their work.
- Outline a pathway towards systemic change as soon as signs of systemic change emerge.

Defining Indicators of Change

- Consistently include qualitative indicators to assess why changes are happening or not happening in the the measurement plan; ensure there are qualitative indicators at all relevant levels of the results chain.

Measuring Changes in Indicators

- Gather quantitative baseline data on PSPs and ISPs when they had previous business operations related to the intervention.
- Ensure effective sample sizes for IAs (after data cleaning) are in line with the guidance in the PRISMA RM Manual.
- Provide close supervision and quality control in IAs to minimize methodological flaws.
- Ensure PRISMA gathers adequate information on results differentiated by gender, not only information to design interventions. Gather some qualitative information on differentiated results by gender for every intervention early enough to inform implementation; consistently follow PRISMA guidelines on disaggregating data by gender.
- Provide guidance on how to scan for unintended effects as part of MRM; enable all managers to explicitly look out for both positive and negative unintended effects.

Estimating Attributable Changes

- Ensure that all attribution methods, particularly Before After Comparison with Opinion, explicitly include asking market players why changes happened and exploring other potential influencing factors.
- Clearly define the counterfactual to inform the assessment of attribution at all levels.

Capturing Wider Changes in the System or Market

- Document guidance on how and when to gather information for the AAER framework. Ensure information gathering on systemic change and the assessment of attribution is systematic.
- When systemic change is emerging, document plans to assess and estimate indirect outreach and income increases.

Reporting Results

- Report on qualitative achievements related to beneficiaries.

Managing the System for Results Measurement

- Identify gaps in skills and knowledge for RML, sector and management staff (both in PRISMA and Co-facilitators) and address those areas.
- Ensure all staff (both in PRISMA and Co-facilitators) are fully aware of all their MRM tasks and responsibilities and that the documented staff roles are consistently followed. Clarify and strengthen the role of Heads of Portfolio in MRM.
- Strengthen management oversight and quality control for impact assessments; ensure quality control for MRM is consistent.

Annexes

1. Overall and sub-sector specific ratings
2. Sub-sector specific findings
3. List of documents reviewed
4. List of interviews conducted