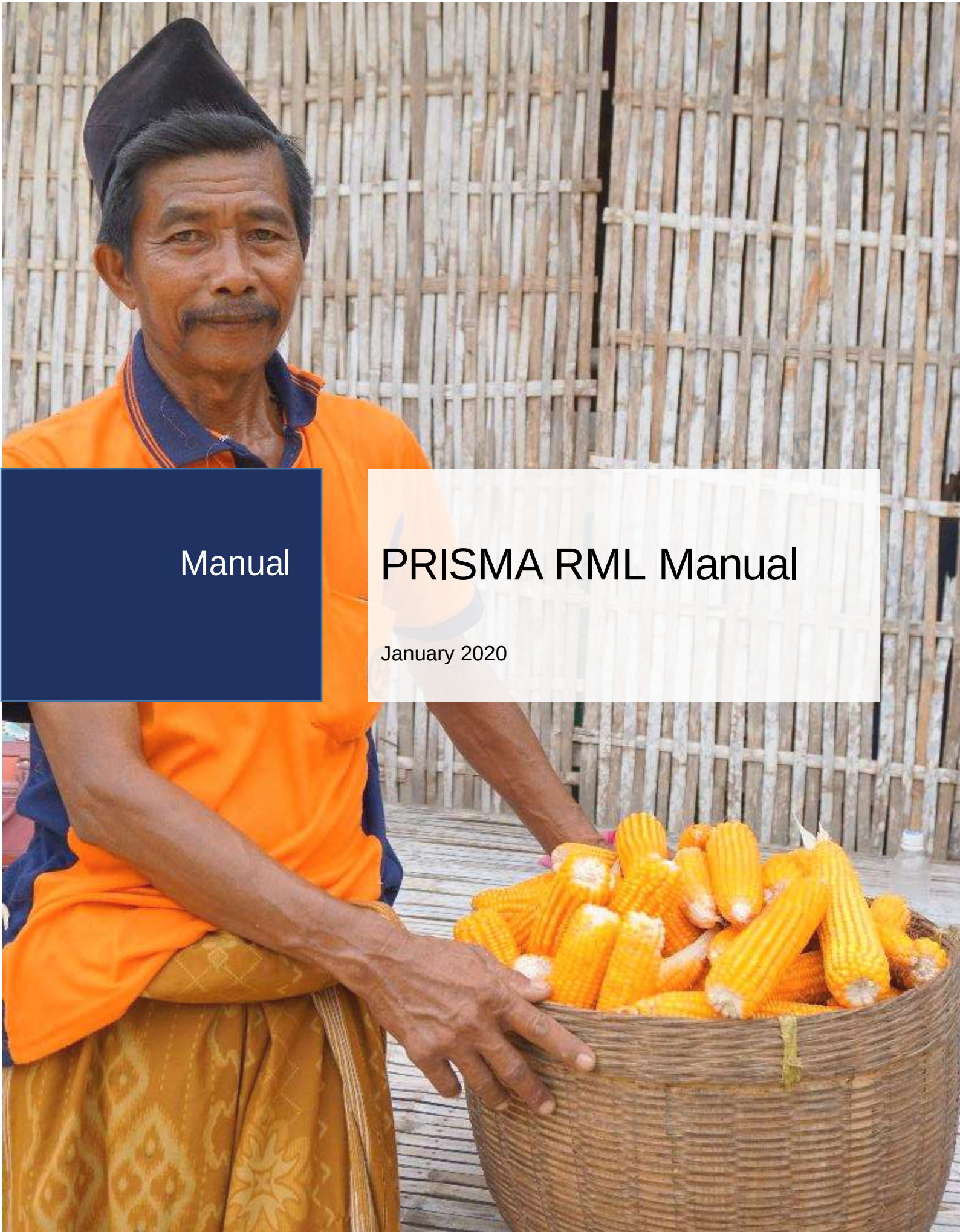
PRISMA Australia-Indonesia Partnership for Promoting Rural Incomes through Support for Markets in Agriculture

Australian Government



Manual

PRISMA RML Manual

January 2020

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1 Introduction

1.1 Background of PRISMA

Despite considerable progress in fighting poverty in Indonesia over the last ten years, there is still much work to be done to achieve equitable and inclusive economic growth. Under the Australia- Indonesia Partnership (AIP), both governments share a goal of increasing growth in rural incomes in Indonesia, including in the less developed areas of eastern Indonesia. As a result, the governments of Australia (GoA) and Indonesia (GoI) developed the Australia-Indonesia Partnership for Rural Economic Development Program (AIP-Rural), which was designed as a 2 phase 10-year program ending in 2023. The first phase started in 2014 and finished in 2018.

Seeing the results delivered during the first phase, the program was green lighted to go to its second phase and officially change its name to Australia-Indonesia Partnership for Promoting Rural Incomes Through Support for Markets in Agriculture (PRISMA). In this phase, PRISMA operates in six provinces in Indonesia: Central Java, East Java, West Nusa Tenggara, East Nusa Tenggara, Papua and West Papua.

The focus of PRISMA is to increase male and female smallholder farmer incomes and competitiveness in a market-oriented manner through sustainable solutions. The rationale for support for agriculture in Indonesia is that the sector is typically estimated to be up to three times more efficient in reducing poverty compared to other major economic sectors in developing economies. Agriculture provides livelihoods for millions of workers in Indonesia, particularly in rural areas, and underpins food security and nutrition.

In short, the goal of PRISMA is a minimum 30% increase in net incomes for 1,000,000 smallholder farming households by end of 2023.

1.2 PRISMA Result Measurement System

A system in PRISMA Result measurement is defined as a set of interacting, interrelated, interdependent elements that operate together to support the performance of PRISMA program. The result measurement system consists of the following elements:

- **PRISMA Result Measurement Strategy, Target at Program Level, and Overall Results Chain** that establish overall program deliverables in terms of outreach and sustainability, Making Markets Work for the Poor (M4P) approach in the delivery of project outreach and sustainability.
- **Key processes** that are used in designing interventions, monitoring and measuring results of interventions at various stages, and scaling up of interventions,
- **Documentation of processes and results** (monitoring report, survey report, assessment report, and overall report) that provides valid and reliable data to feed useful and timely information into critical decision making for on-going or future interventions,
- **Guidelines** that provides the 'know-how' on the planning and implementation of result measurement related activities.
- **People** who are well-trained and with clear responsibilities in managing the delivery, measurement, and documentation of results both at intervention and program levels.

1.3 Purpose of the Result Measurement System

PRISMA result measurement system serves for three purposes:

- **To help PRISMA provides credible report of the performance to DFAT of Australian Government**. A key activity in PRISMA result measurement system is regular documentation of programs' indicators stipulated in Strategy Document. Good documentation helps PRISMA to report an up-to-date data on the achievement of each PRISMA indicator to DFAT.
- **To help PRISMA team improve project implementation to maximize pro-poor growth and poverty reduction**. Specifically, the system helps the team to design interventions that focus on sustainable poverty reduction for male and female, provides regular information on results at intervention and project levels, and lessons learned from interventions.
- **To help PRISMA inform the wider community about its efforts in facilitating inclusive rural income increase**. Information on the results and lessons learned from PRISMA will be useful to the Government of Indonesia, other DFAT supported programs, and even other donors. A well-documented PRISMA experience in facilitating rural income for smallholder farmers may contribute in improving similar projects in the future.

1.4 Purpose of this Manual

PRISMA uses results measurement system based on the "Donor Committee for Enterprise Development Results Measurement Standard" (DCED Standard). The Standard sets out the minimum requirements of any results measurement system needs to provide credible evidence of program achievements. Such a system is also designed to provide "real time" feedback loops to management on impact, outreach, and value for money and causal links. Results measurement starts from the very beginning of a program when markets are being studied and intervention ideas are being developed; it continues after intervention activities begin, becoming more rigorous and a regular occurrence, and finally concludes at the end of the intervention monitoring period.

This manual outline how the results measurement system of PRISMA works, but not a step-by-step set of instructions. It rather gives the broad outlines of the results measurement process and the framework of key aspects of management of the program (e.g. developing results chains, defining indicators, using the system for reviews). The manual assumes a basic familiarity with the requirements of the DCED Standard and the M4P approach, and thus does not give any introduction or explanation of these concepts. It is intended to provide program staff the conceptual background for the results measurement system and the link between the concepts and practical tools. For details on how to use the various tools and staff can refer to the annexes which describe the tools and how to use them in detail.

This manual is not a static document. As the needs of the program change, its results measurement system will need to evolve, and as the system evolves, so will this document. This version of the manual is based on version VIII of the DCED Standard and therefore may also need updating based on any new versions of the Standard. In addition, it does not deal with every exception and eventuality; it aims to explain the application of the basic concepts of regular results measurement. Where exceptions occur, as they most certainly will, they will be handled on a case-by-case basis.

2 PRISMA Performance Management

2.1 Key Performance Indicators (KPIs)

KPIs indicate the quantitative scale of impact from PRISMA's interventions to the market actors on various aspects.

TABLE I: PRISMA KEY PERFORMANCE INDICATORS

KPI1	Number of smallholder farming households with increased net income attributable to PRISMA interventions
KPI1a	Number of smallholder farming households under USD2.50 PPP poverty line (extreme poverty) with increased net income
KPI1b	Number of smallholder farming households under USD5.50 PPP poverty line with increased net income
KPI2	Net attributable additional income for benefited farming households in IDR
KPI2a	Net attributable additional income for benefited farming households under USD2.50 PPP poverty line (extreme poverty) in IDR
KPI2b	Net attributable additional income for benefited farming households under USD5.50 PPP poverty line in IDR
KPI3	Number of intermediary service providers (ISPs) providing additional/improved access to innovation to farmers
KPI4	WEE effectiveness within PRISMA innovations
KPI5	Value of additional turnover of ISPs in IDR
KPI6	Number of intervention partners (private and public sector)
KPI7	Value of additional turnover of private sector partners in IDR
KPI8	Value of attributable additional and/or more inclusive investment by public and private sector in IDR
KPI8a	Value of attributable additional and/or more inclusive investment by public and private partners in IDR
KPI9	Number of crowding-in businesses/institutions induced by PRISMA
KPI10	Number of responding businesses/institutions induced by PRISMA
KPI11	Number of policy engagements

Details on the KPIs are explained on Annex - Reporting Protocol.

One of PRISMA goal is to increase the net income of 1,000,000 farming households by the end of 2023, which is reflected in KPI1. As such, PRISMA has projected or set the targets of KPI1 for each semester starting from Y14S1 until Y23S2. By the end of 2018, PRISMA has reached 345,001 total outreaches (KPI1), with 67% as direct outreach and 33% as outreach from systemic change. The current 5-year trajectory curve

was created as continuation of that achievement, based on the trend of those first 5 years, while considering some set backs caused by the transition process from phase 1 to phase 2 during the year 2019 (S10 – S11).

FIGURE I: PRISMA OUTREACH TRAJECTORY

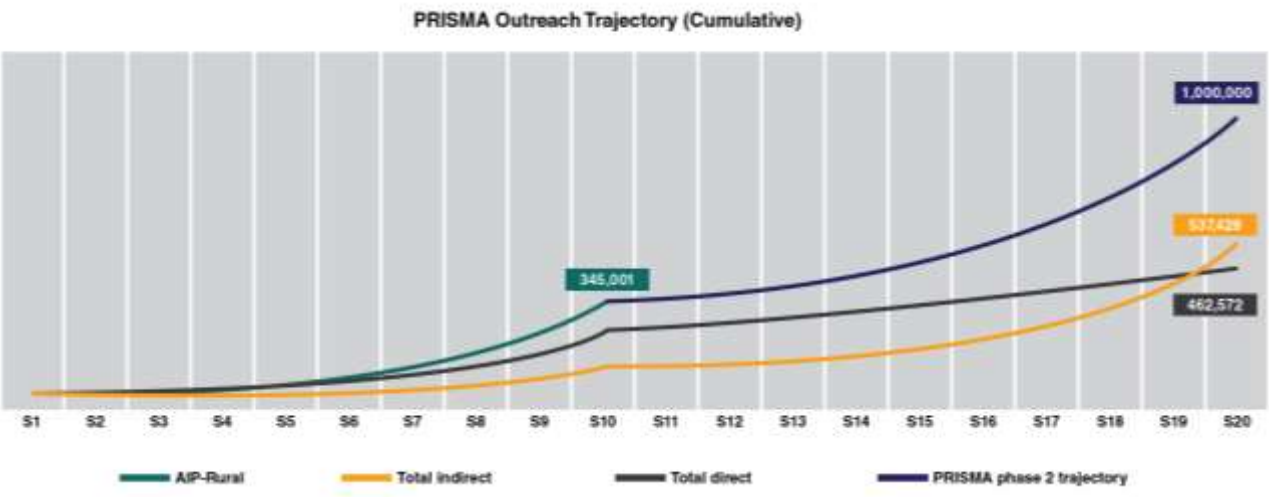


TABLE II: PRISMA KEY PERFORMANCE INDICATORS

PRISMA	Y19S1	Y19S2	Y20S1	Y20S2	Y21S1	Y21S2	Y22S1	Y22S2	Y23S1	Y23S2
Direct incremental	3,867	18,558	18,749	19,439	23,591	26,436	28,750	28,713	30,010	31,719
Systemic change incremental	682	5,000	6,000	6,500	16,582	33,480	50,098	74,999	104,951	126,876
Total incremental	4,549	23,558	24,749	25,939	40,173	59,916	78,847	103,712	134,961	158,595
Total cumulative	349,550	373,108	397,857	423,796	463,968	523,885	602,732	706,444	841,405	1,000,000

PRISMA expects more outreach from systemic change to be generated by strategic interventions and partnerships, which leads to a target of 54% of outreach to be from systemic change by the end of 2023.

2.2 Systemic Change Progress

Beside the KPIs, PRISMA also strive for a systemic change to happen in the market so that the benefit received by the market actors is not just a one-off impact but will be repeated and even grow in the years to come.

2.2.1 Adopt-Adapt-Expand-Respond (AAER)

PRISMA use the AAER matrix to guide it in stimulating and tracking systemic change for each intervention. The table below shows the four stages of the matrix and what is reflected in each stage. The table is reflected on the Intervention Steering Document (ISD). There are two AAER matrix on the ISD, one explains expected systemic changes and the other shows the actual systemic change in the intervention or sub-sector.

TABLE III: AAER MATRIX

ADAPT	RESPOND
Partner wants to adapt the new business model and/or wants to expand to other geographical areas *More ISPs that buy into the business model of the Partner*	*Other stakeholders, not having similar functions that the partner or ISPs have, react to changes in the market as a result of the changes of the market players in the ADOPT, ADAPT or EXPAND stages.*
ADOPT	**EXPAND**
Partner takes up business model and shows concrete plans to continue with it in the future. *ISPs that have taken up the business model and show concrete plans to continue with it in the future*	*Other market players with a similar function in this market that copy the business model of the partner.* *ISPs that change their function in this market and copy the business model.* *New entrants that copy the business model.*
PARTNER	**OTHER MARKET PLAYERS**

The **first step** in assessing systemic change is to check if the changes are attributable to PRISMA intervention/activities. To be attributable systemic change must satisfy all the three criteria given below, and this should be confirmed at field level by the sector teams and/or the results measurement teams.

1. Timing of the change: Did the change happen after PRISMA intervention was implemented in the field?
2. Knowledge transfer: Is there any plausible way the model/practices could have been transferred from the intervention partner/ISP to other companies or ISPs?
3. Similarity of the change: Is the model sufficiently similar to the model/practices PRISMA piloted? Is it sufficiently similar to the model PRISMA's partner adapted? In case of changes of the 'Respond' category, the changes made by the actor may not be similar. In those situations, the teams should explore how the changes of the partners/ISP have affected their behavior. This will explain why the changes of PRISMA partner triggered or fit into the changes carried out by the Responding actor.

Once the changes have been attributed to PRISMA interventions they can be recorded in the Systemic Change worksheet in the ISD. Only attributable changes should be recorded in the ISD.

If the systemic changes are attributable, the **second step** is to understand if the changes are likely to have a significant impact on farmers. An impact can be considered significant if it generates additional income for poor farmers and benefits a significant number of farmers[1]. This can help to make the decisions for the third step.

The **third step** is for the sector team and HoP to decide if they want to take the opportunity and develop new interventions with the actors that exhibit systemic change. If the sector team decides to develop new interventions, then further measurement will be made based on the ISD of the new intervention. In this case, no further changes are necessary in the current intervention. If the sector team decides that there will be no new intervention, and the potential farmer impact of the systemic change is likely to be significant, and then move to the fourth step.

The **fourth step** will be to assess changes at farmer level using the existing ISD. To do that, boxes should be added to the results chain of the current ISD to show how the systemic change in the actors will lead to an

impact at farmer level. Indicators and measurement dates should be added to the measurement plan of the ISD to measure those boxes. The projections sheet should also be updated to estimate and reflect the size of the effect on farmers due to the systemic change. Once the ISD has been updated, the team should then plan and measure the changes as per the measurement plan.

The table below contains a list of indicators of the different categories of systemic change.

TABLE IV: AAER DETAILS

Categories	Possible indicators of systemic change
Adopt	▪ ***Extent of benefit to partner firm/ISP:*** • Changes in costs, revenues, and/or margins of partner and/or ISP • Number of first-time/repeat customers of partner and/or ISP • Other commercial benefits (developing a new customer base, identifying and targeting a new market segment, brand recognition) ▪ ***Partner/ISP buy-in:*** • Partner's share of financial and non-financial (e.g. roles, division of labor) costs of pilot; • Partner's willingness to assume all recurrent costs by pilot end. • Location of driving force for innovation within the company (e.g. CSR department, senior management, etc.) • ISP want to rebuy the product/services and sell to customers ▪ ***Satisfaction:*** • Partner's satisfaction with results/utilization of learning from pilot; • Target group's satisfaction with (and benefits derived from) new/better product or service introduced • ISP satisfy with results of pilot
Adapt	▪ ***Independent investments and improvements:*** • Partner's financial investment and forward budgeting/planning in the change(s) after program support ends; • Experimentation / refinement / tailoring of product/service; • ISP/Partner 'roll-out' of piloting in new areas and/or markets. ▪ ***Mainstreaming of innovation within market player:*** • ISP/Partner dedicates staff to upholding change (e.g. amends job descriptions, team responsibilities); • Budgets, business plans, strategy, and other institutional documents accommodate change adopted. • ISP change their business model with other products which is similar to product/services introduced ▪ ***Benefit flows to the poor are sustained:*** • Target group continues to benefit after program support to the partner ends. • More ISP continue to benefit after program support to the partner ends.
Expand	▪ ***Competitors or similar organizations 'crowd-in':*** • Commercial players – number of competitors that copy or improve upon the changes pilot phase partners have made. • Involvement of 'scale agents' (a player that can influence other players) • Other ISPs copy or improve upon the changes that pilot ISPs have made ▪ ***Competition or collaboration in the system (depends on their nature):*** • Level of competition • Extent to which new players (i.e. late adopters) face barriers 'to entry'.

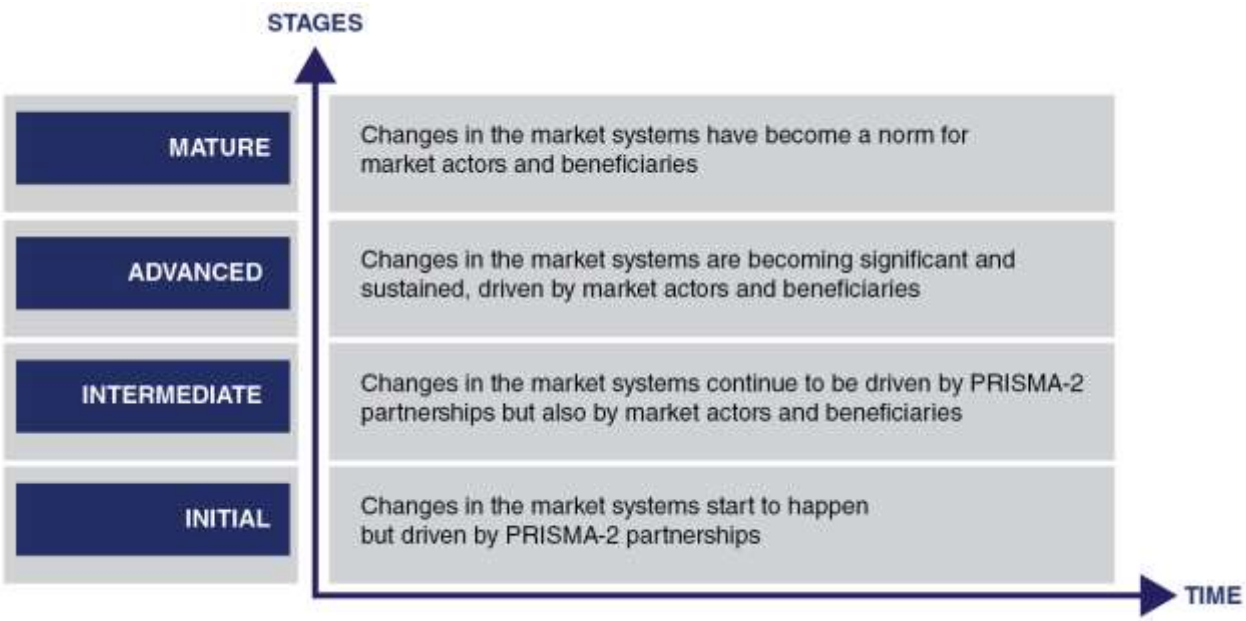
Categories	Possible indicators of systemic change
	• Level of collaboration between players (e.g. effectiveness of representative organizations, joint ventures, adherence to rules/regulations).
Respond	▪ ***Market reaction:*** • New types of market player take on new roles or responsibilities, or add new functions as a reaction to the gradual mainstreaming of the model introduced • Pro-poor and pro-growth government and sector/industry body responses. • Change in attitudes and norms about how to do business. ▪ ***Changes in the business environment:*** • Fundamental changes in mindset from business and policy-makers. • Changes in regulations, rules, and policy related to the innovation. ▪ ***Ability of system to cope with shocks:*** • Evidence that change can withstand, or has withstood adverse events (e.g. negative responses, economic downturns, drought/flood)

2.2.2 Systemic Change Progress Indicators (SCPIs)

PRISMA wants to measure and report progress on achieving systemic change within the targeted market systems. DCED defines systemic change as having four key components: outreach (or scale), sustainability, inclusiveness and resilience. The outreach trajectory tracks the first component. The KPIs listed above track indicators which are mix of immediate outputs and quantitative outcomes to measure program objectives. However, a comprehensive system to capture systemic change is required to accommodate qualitative early signs of systemic change indicators.

The systemic change trajectory shows progress in the four stages of introducing innovations to a market system, from initial to intermediate, advanced and finally mature. Broad definitions of these stages are portrayed in the vertical axis of the figure below. PRISMA will track progress over time (horizontal axis) and expects most of the sectors move from initial to higher level stages. The Market Development Facility (MDF), another flagship DFAT MSD program operating in five countries in Asia and the Pacific (also managed by Palladium and Swisscontact) has recently introduced this framework to measure and track systemic change.

FIGURE II: FOUR STAGES OF SYSTEMIC CHANGE



The systemic change trajectory has 15 indicators in total to measure the four key components of systemic change (scale, sustainability, resilience and inclusiveness). These indicators will be evaluated at each stage of systemic change using a score of 1 to 4 (1 being lowest and 4 being highest, see Annex - Systemic Change for the full rubric). Major indicators are (1) outreach compared to total farmer number, (2) outreach under the USD2.50 PPP poverty line, (3) farmers return on investment, (4) partner investment, (5) satisfaction of farmers and partners, (6) response from the wider market, and (7) the shock-absorbing capacity of the system.

To evaluate progress towards systemic change, PRISMA will propose a systemic change trajectory target by August 2019. This target will be set with milestones for each semester, reaching the end of program goal by December 2023. Rather than having an overall systemic change score per semester as a target (similar to outreach), PRISMA proposes to use the proportion of subsectors at each stage of systemic change as the target instead. This mitigates against some of the negative impacts from adverse incentives and allows for the variability in different sectors successes and failures while maintaining the health of the overall portfolio in line with good practice MSD. Initially, the assumption is that most subsectors are at the initial or intermediate stage, a few at advanced and even fewer (or none) at a mature stage. By the end of the PRISMA the proportion of subsectors at the intermediate and advanced stages should be significantly higher. Few are expected to reach the mature stage and very few should still be at the initial stage.

2.3 Value for Money (VFM)

VFM measures the effectiveness of the money spent by PRISMA (PRISMA's cost) in:

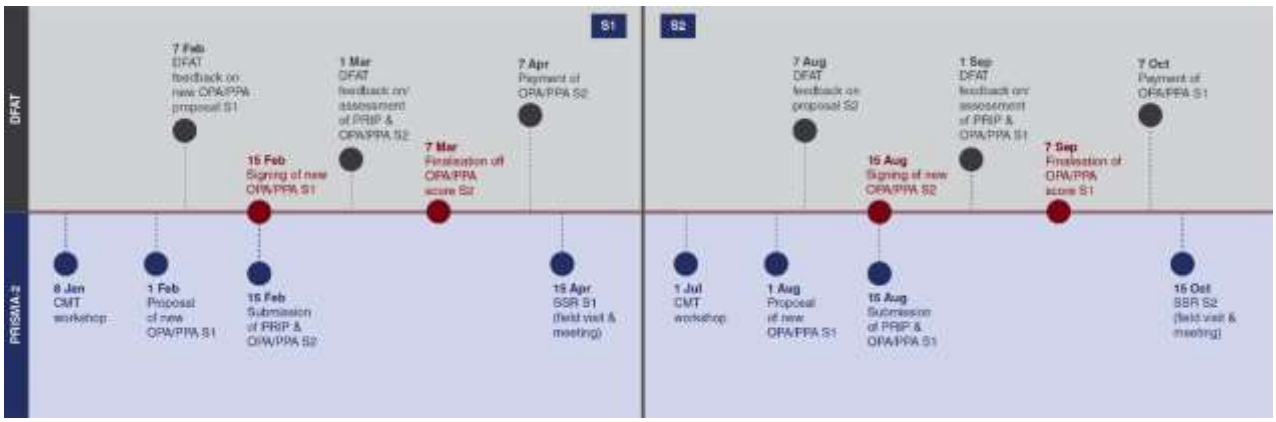
- Increasing the investment from market actors in the intervened sector
- Increasing income of farmers in the intervened sector

There are multiple indicators under the VFM which are combinations of division between types of investment and types of PRISMA costs. The VFM is further explained in Annex - Value for Money.

2.4 Outcome Performance Assessment (OPA) and Partner Performance Assessment (PPA)

PRISMA OPA will have three fixed indicators (applicable from Y19S2): Outreach, Systemic Change Score and PPA Score. More weight will be given to achieving systemic change (40%) and the PPA score (40%) compared to outreach (20%). The following two sections detail the PRISMA outreach and systemic change trajectories. Figure 6 illustrate the timeline for each step of the process, and the involvement of program and DFAT staff.

FIGURE III: PRISMA OPA/PPA SYSTEM WORKFLOW

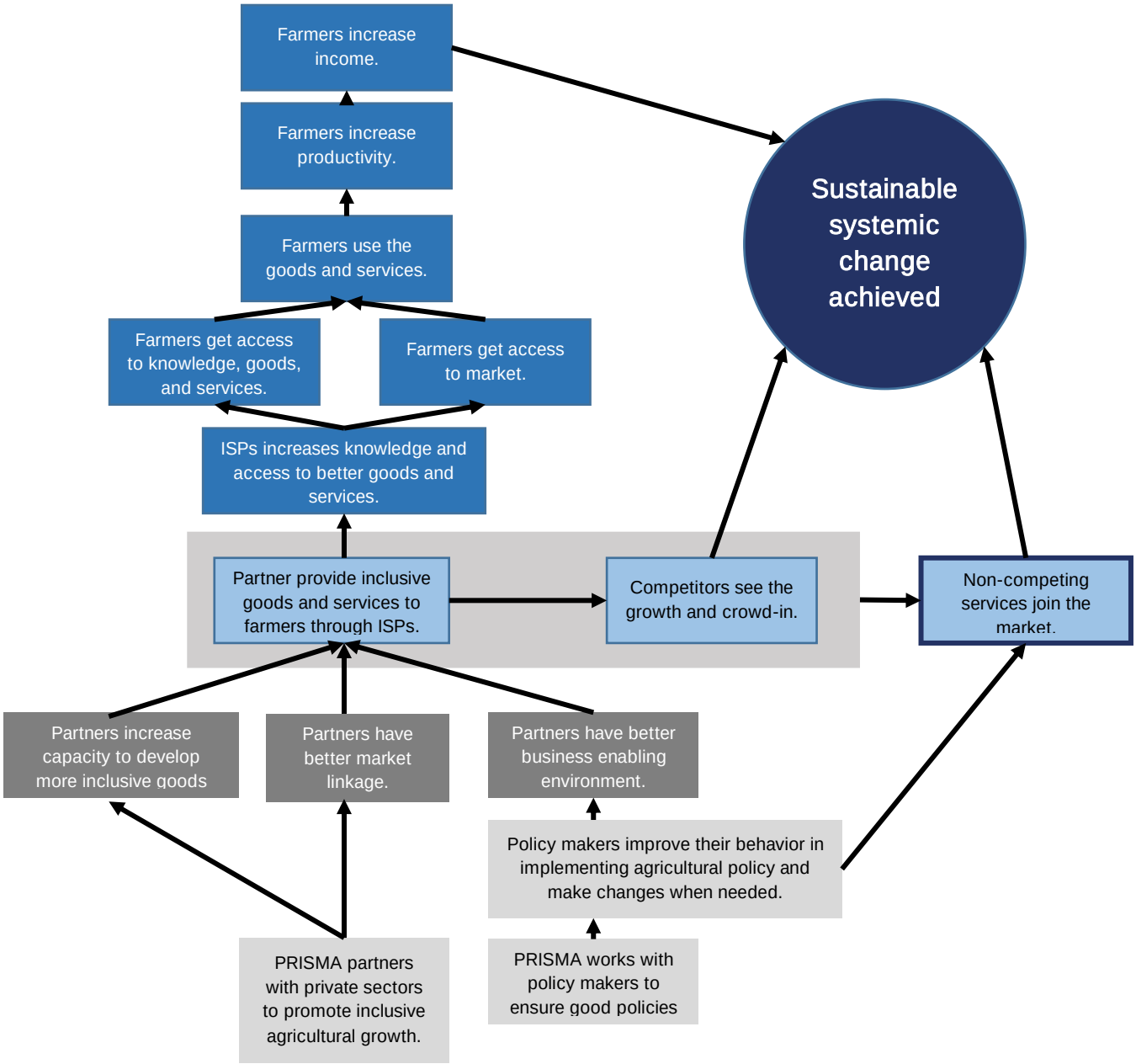


PPA indicators will be set each semester based on the DFAT PPA criteria. DFAT have set 5 indicators for PRISMA which are, Deliver Lasting Impact and Result; Maximize Value for Money; Collaboration, Communication, and Responsiveness; Policy Alignment, Risk Management, and Innovation; and Effective partner personnel. In order to measure the achievement from each indicator, every semester DFAT and PRISMA Core Management Team will sit together to set up the proxy indicator for each. In addition, the PPA will have mix of qualitative and quantitative indicators.

2.5 PRISMA Theory of Change

In managing its performance, PRIMA utilizes theory of change as a measure to plan, record and map its progress and achievement. As the first step in the development of a result measurement system, PRISMA has developed its own theory of change.

FIGURE IV: PRISMA THEORY OF CHANGE



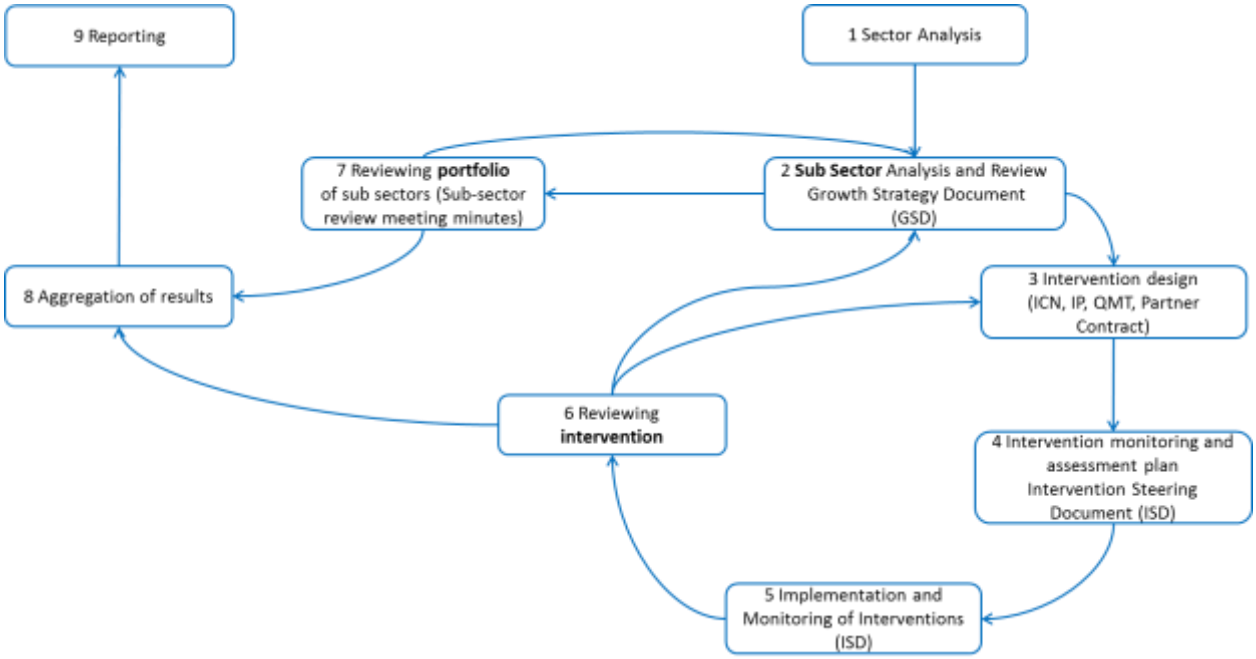
Each intervention will have its own results chain modelled along the principles of the program theory of change. The result chain as program's attribution strategy shall faithfully reflect the innovative business model delivered by program's partnership and will be used to assess the impact from the interventions.

3 Portfolio Management and Result Measurement

In PRISMA, portfolio management and results measurement are integrated into one program management system, which can be seen in Figure 6. The system is based on a learning cycle to ensure that results measured are used to improve project implementation and portfolio management. In addition, the system will be able to generate credible results that PRISMA can use to report accomplishments to date.

The process initially started with the analysis of the commodities, sector, products, or service that PRISMA will focus on. During the program life cycle, portfolio review meetings will inform management whether to add or drop sub-sectors of different commodities. How these steps are taken is shown in the diagram below, which is followed by an explanation:

FIGURE V: PROGRAM MANAGEMENT AND REVIEW CYCLE

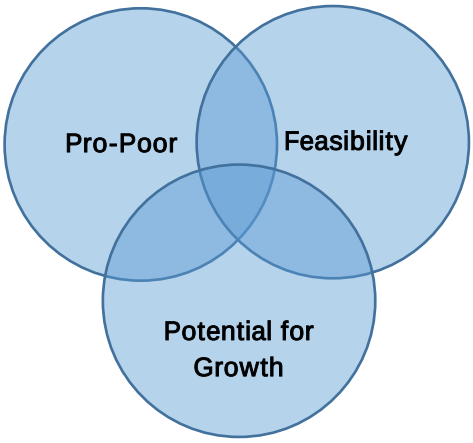


3.1 Sector Analysis

PRISMA's mandate is to reduce poverty sustainably. For that reason, selection of appropriate agriculture commodities is crucial to ensure the feasibility of developing poverty reduction strategies. PRISMA used the following three guiding principles to ensure that the right commodities were selected from the outset. A commodity was chosen when it fell at the intersection of all three criteria:

- Pro-poor. PRISMA must prioritize commodities with high poverty incidence and pro-poor potential. Sector growth and poverty reduction must go hand-in-hand. For people in selected commodities to come out of poverty, there has to be significant potential for those commodities to grow. This growth may be reflected in either demand that is growing or has the potential to grow.
- Feasibility. There has to be potential for partnering with the private sector, and there must be potential to achieve systemic change in the sector.
- Potential for Growth. There should be significant potential to reach impact and outreach in relation to the cost that might be spent on the commodity for interventions.

FIGURE VI: GUIDING PRINCIPLES FOR SELECTION OF COMMODITIES



The sector analysis is documented in the GSD.

3.2 Sub-sector Growth Strategy

PRISMA's sub sectors are defined as a combination of the commodity or service and the province, e.g. beef in NTT. For each sub sector, a Growth Strategy Document (GSD) is developed. The sub-sector data and strategy is reviewed semi-annually, and the GSD is updated at least annually. The GSD starts with an update of key changes and summary of the strategy, followed by a description of the sub sector, complemented with an analysis of the problems and underlying causes, and a weakness analyses of the services and enabling environment. The strategy for change section outlines the market potential, the vision of change, the intervention areas, the current status of the interventions and systemic changes resulting from them, and concluded with the sub sector vision of change logic. Reference is made to the GSD structure in Annex - Growth Strategy Document.

3.3 Intervention Design

Intervention Concept Notes (ICN) are developed by the sub-sector team if and when the need or opportunity to design a new intervention occurs. These ICNs are Power Point Presentations that reflect the initial ideas of the intervention and link back to the GSD. This ICN is then presented and discussed with representatives of the CMT. This Panel will consist of 2 CMT members, excluding the HoP for the sub-sector. This panel decides if the intervention has the potential to be taken forward based on the criterion of: the outreach potential, income change potential, strength of intervention rationale, potential value for money, possible agreement structure with partner, potential of systemic change, potential to reach poor, potential to affect gender and potential to affect environment. This assessment is done using the Quality Management Tool (QMT) which allows the panel to score ICNs and IPs based on the above criteria and come to a decision whether to go ahead or not with the intervention.

For selected interventions, an Intervention Plan (IP) is developed. The IP builds on the intervention concept developed and develops the concept into a concrete plan, using the same Power Point Presentation structure as for the ICN. The IP is also presented and discussed with the Panel. The Panel approves (or disapproves) the IP, using the QMT to guide their decision. Once approved, a contractual agreement will be made with the proposed partner. If the intervention design changes during the partner negotiations phase, the Team Leader shall decide if and how the intervention will proceed. After that, the implementation of the intervention starts. Reference is made to the Power Point Presentation format for the ICN and IP in Annex - ICN and Annex - IP.

3.4 Intervention Monitoring and Assessment Plan

Once the intervention is approved and deals have been signed with the partner(s), the next step is to develop the Intervention Steering Document (ISD). The ISD is a living document that will be used to steer the project

implementation as well as the result measurement activities. The ISD should be developed as soon as possible, but at least within 2 months after the start of the intervention (signed contractual agreement). The purpose of the ISD is to provide information on the progress towards its goals of increased incomes for poor farmers and sustainability. By doing this, it triggers discussion around what works, what does not work and what needs to change. The ISD is updated 'continuously' as new information is obtained during implementation and as laid out in the MRM plan that is part of that ISD. Any changes made to the intervention and reasons for these changes will be recorded in the ISD, thus providing a track record of what has been done and why.

3.5 Implementation and Monitoring

During the implementation, it is important to monitor the implementation of the activities carried out by both PRISMA and the partners to ensure that the activities agreed are undertaken within the planned timeline. To monitor the activities and results of those activities, both quantitative and qualitative information is collected and analyzed. This will help assess the progress of implementation, and the behavior and capacities of the players in the sub-sector. Collected data and information are processed and analyzed, also acted as the input for the review process of the intervention, and subsequently of the sub-sector growth strategies and PRISMA portfolio. Through the on-going regular feedback loop, PRISMA learns and adjusts the implementation on a timely basis. Further details are available in Annex - Research Design.

3.6 Reviewing, Learning, and Decision Making

One of the key functions of the system is to provide a feedback mechanism to managers to facilitate the learning and improvement of program implementation and portfolio management. PRISMA operates in a dynamic complex system and it is very important that a continuous learning mechanism is in place. Interventions are unlikely to work out as perfectly as planned. Since the system is complex and dynamic, PRISMA have to constantly try out interventions and continuously adjust and improve their implementation. In addition, PRISMA also needs to periodically review the performance of its sub-sectors and portfolio, decide whether it is likely to achieve the overall program intended impacts and adjust accordingly.

Although there will be ongoing communication and decisions made on a day-to-day basis, PRISMA also have formal reviews scheduled to review progress, identify lessons learned, and act to improve project implementation. To address different aspects of the program, three reviews are scheduled to assess progress at three levels: the intervention (6), the sub sector (2), and the portfolio (7). The reviews are listed below; details of what will be discussed and who will be involved are given in Chapter 4.8

- **Intervention reviews:** The intervention review focuses on the interventions. The review verifies whether the overall progress of the interventions is still aligned with its projected reach and its goal of market system change. This should spur on the discussion around what worked or did not work, why, what lessons have been learned and what (if anything) needs to be adjusted.
- **Sub-sector reviews:** The sub-sector review meeting focuses firstly on the overall performance of the interventions and secondly on the effects and developments at the sub-sector level. The review verifies whether the overall progress of the interventions is still aligned with its projected reach and its goal of market system change. This should spur on the discussion around what worked or did not work, why, what lessons have been learned and what (if anything) needs to be adjusted. Secondly, it will review systemic changes that have happened and those that are likely to happen due to the program. Finally, it discusses the key changes the sub-sectors? How do interventions affect sub-sector growth strategies and interventions? Are the sub-sector growth strategies still valid? What worked or did not work and why? What are the lessons learned? Are there any unintended effects occurring in the sub-sector? Sub-sectors are reviewed once a year, some sub-sectors are reviewed in May and the rest are reviewed in November. Sub-sector reviews benefit from the presence of mentors. Mentors are members of the CMT such as GM, TL, HRML or HoPs who are not responsible

for the sub sector. They provide an "external eye", chair the review meeting, and report findings and recommendations to the HoP/TL who is responsible for that sub sector

- **Portfolio Reviews.** The portfolio review assesses the performance of the current portfolio. With the current portfolio of sub-sector and interventions, would PRISMA achieve the overall program targets? What are the key lessons learned which could be applied across the portfolio? What needs to change? The portfolio review is done by the CMT twice a year, just after the sub-sector reviews. It discusses the understanding and thoughts of the mentors based on the sub-sector reviews. This builds a basis for a discussion on the direction of the portfolio, areas of focus and resource allocation. The GSDs, portfolio and annual plan are then adjusted accordingly.

TABLE V: OVERVIEW OF REVIEW MEETINGS

REVIEW	FREQUENCY	WHEN
INTERVENTIONS	On a need basis	On need basis
SUB-SECTORS	Twice a year with at least one of them having formal review presentation and discussion	Before May and November for each semester
PORTFOLIO	Twice a year	July, January

3.7 Aggregation of Results

The PRISMA result measurement system must be able to aggregate results at the program level. This is important not only for reporting purposes, but also to track the cumulative impact of the program against its overall goal, which is to have a 30 percent increase in incomes for more than 1,000,000 male and female smallholder farmers by 2023; 345,001 of this had been reached during the first phase. In order to monitor the progress towards this goal, it is important to have a system in place that is able to aggregate (add up) the results over time, while making sure that there are no overlaps (double counting).

Not all indicators can be aggregated; for example, it makes no sense to aggregate productivity from a number of different interventions in different sub-sectors. These indicators have also been chosen because they can also be used to demonstrate progress of the program towards the ultimate goal. PRISMA has identified indicators that can be aggregated across all interventions and sub-sectors.

As PRISMA continues to strive for a better data and information management system, PRISMA's has been developing a cloud-based database management (via Microsoft Azure) since 2018 and hope to finish it by semester 2 of 2019. This change is expected to bring a more accessible database which in turn improves the accuracy and quality of our aggregation process and reports. The cloud database is also able to provide features and functionality that can cater to the ever-growing complexity and accuracy of our analysis process.

3.8 Reporting

PRISMA reports measured and attributable progress made by the program every six months. These semesterly reports to DFAT show the progress and projections based on the KPIs and other indicators as listed in Annex - Reporting Protocol. Thus, the program uses the indicators to illustrate its projected change, cumulative change till date, and changes achieved over the last six months. Qualitative information is used to explain the reasons behind changes in the indicators and what these changes mean for the future of the program. Related to the RM system, there are four reports for DFAT, first is Progress Report and Implementation Plan (PRIP), second is Aggregate Development Results (ADR), third is Performance Assessment Framework (PAF), and lastly the Project Electronic Recording of Financial & Operational Reports

(PERFORMS). PRIP, PAF, and PERFORMS are submitted to DFAT Indonesia whereas the ADR is submitted to DFAT Head office at Canberra.

PRIP reports are submitted twice every year in February and August; the review cycle of the program has been timed to fit in with the reporting cycle. The sub-sector reviews take place in May and November while the portfolio review in June and December. This ensures that reports to DFAT are as up-to-date as possible and reflect major management decisions made in the program. PRISMA HRML takes the load for PRIP report with support from the RML Team and HMIS. The deadline for submitting PRIP are second week of February and August.

The HRML team takes the load for ADR and PAF report while being supported by the RML team during the process. The deadline for ADR is mid of March every year whereas PAF is mid of May every year. Palladium Project Manager takes the lead on PERFORMS report while being supported by the HRML.

Besides DFAT report, PRISMA also submit report to Swisscontact. The report is submitted annually around mid of February. HRML also takes the lead on this reporting.

In addition, PRISMA also periodically report on a limited number of operational indicators. The process of reporting those indicators is further described in Annex - Reporting Protocol.

TABLE VI: REPORTS OVERVIEW

Type of Report	Report Name	Lead	Checker	Internal Due date	Submit Due Date
DFAT Report	PRIP	HRML	CQO, CEO	15 June and 15 Dec	15 August and 15 February
DFAT Report	PAF	HRML	CQO, CEO	15 March	15 May
DFAT Report	ADR	HRML	CQO, CEO	15 January	15 March
DFAT Report	PERFORMS	Palladium Project Manager	CFO, CEO	20 November	25 November
Swisscontact	Swisscontact Report	HRML	CQO, CEO	15 December	15 February

4 Methods and Approaches for Measurement

Measuring impact for each of the interventions needs to be carefully planned. The results measurement system, in order to be able to measure and report credible impact, implies the following steps:

a. Develop sufficiently detailed and logic intervention results chains
b. Define indicators which enable you to measure changes along the results chain
c. Make a projection of the expected changes based upon key quantitative indicators
d. Define attribution strategy and Measurement Plan
e. Establish baselines
f. Monitor and measure attributable changes due to the intervention
g. Analyze, learn, and use results
h. Aiming for and tracking systemic change
i. Record and report

This chapter describes each of these steps.

4.1 Intervention result Chain

As PRISMA works with market players to introduce innovative business models, there are many steps between PRISMA's activities and impact on smallholder male and female farmers; there are also many 'intermediate results' between them. PRISMA therefore needs a tool to track the changes along the chain of different market actors to where they impact on farmers. Mapping out this series of changes is done in a result chain.

The intervention results chain is a visual tool that shows how activities done and managed by PRISMA lead to changes in partner (outcome) capacities and behavior, leading to intermediary service provider output and outcome, farmer outcome, competitiveness, and eventually impact. The results chain forms the backbone of PRISMA result measurement system. All other elements such as indicators, measurement plan, and reviews follow the structure of the intervention results chain articulated. The results chain is based on some external assumptions such as price is stable, no natural disaster, etc. These assumptions should be recorded on the overall MRM strategy part.

The process of developing the intervention result chain clarifies the thinking and underlying logic of the interventions, as well as the key assumptions that need to hold true. The intervention results chain has to be arranged in a logical order. It represents the causal relationship between one change and the next, thus helping to identify critical tasks needed for a change to happen.

Well-articulated results chain helps PRISMA to deal with attribution challenges. If the changes happen along the logical and sufficiently detailed results chain, and changes in one level are caused by the changes in the previous level, PRISMA can demonstrate that its activities contribute to the smallholder farmer impacts. The additional step remaining is to isolate the impacts of other external factors on observed total changes.

The intervention results chain must be sufficiently detailed to help PRISMA identify where the broken links are in the chain. If there is a gap (missing information) between two levels of a results chain, PRISMA might not be able to identify where the problems are and might not be able to solve them. For example, if the results chain jumps from the level "service providers provide the service" to "farmers increase yields", then if yields do not increase, PRISMA might not be able to identify why not. It could be that the farmers did not want to use the services, or they did not use them properly, or simply that the yields were influenced by the weather. If there are gaps, it may be difficult to assess attribution. To develop a results chain, the following steps need to take place:

TABLE VII: PRACTICAL TIPS ON DEVELOPING RESULT CHAIN

Step 1 – Develop a proper analysis of the context
A proper analysis clarifies the problem that an intervention aims to solve, activities that are relevant to solve the problem, and the results that an intervention aims to achieve. The analysis should be comprehensive and articulated in a simple way to ensure that relevant stakeholders have a mutual understanding of the context. The analysis covers the following: • What are the constraints and opportunities in the subsector? • Why are potential beneficiaries facing problems? • Who are the different actors present in the sector? • Why are not the different actors already solving the problem? • What are the incentives for these actors? • What can the intervention do to assist players to solve the problem? • Why would the solution work? • How feasible are the intervention activities? • What would be the results of the activities?
Step 2 – Draw a diagram of new the business model to be introduced by the intervention

The new business model should describe what the core business will be, who the actors are, and what are the envisioned market transactions to occur among the key actors that will continue even after the project ends. Once you already have a business model diagram, you are then ready to develop intervention result chain. Based on the business model, you develop the result chain.
Step 3 - Write down the main activities
The results chain does not need to show every detail of an activity. If there is more than one main activity, you need to show the relationship between them by asking these questions: • Does one activity lead to another? Or are they independent to each other? • Do they all target the partner/service provider? • Do they all aim to produce one specific change in partner's or service providers' capacities? Or are they aimed at different changes?
Step 4 - Describe the main changes in market systems, intermediaries, and farmers, as well as the sustainability of the changes
The boxes in the results chain must be sufficiently detailed to enable changes to be measured. Add a different box for each major type of change. If the results chain is not sufficiently detailed or the statement of change is too broad, it is not possible to develop indicators. However, we should not be obsessed with the details of the results chain since an excessively detailed results chain causes difficulties in monitoring and documentation.
Step 5 – Review the results chain
It is important to review the results chain once it is completed. The review helps us to identify if there are loopholes in the logic. Often a results chain does not show that the activities are not sufficient in triggering changes on partner or intermediaries. We may have to add activities or results box in the results chain to improve the logic. Or, we may find that the assumptions or external factors that influence the causal link between boxes are not true.

Intervention results chains should follow the logic of the overall program results chain (outlined in Chapter 2) by starting with activities, followed by intended partner outcomes, service provider outputs and outcomes, farmer outcomes, competitiveness and eventually farmer impacts. However, in each level there is often more than one changes ("boxes"). There is no rule on how many boxes there should be, just as many as it is necessary, and the arrows have to represent the causal link between result chain boxes.

Three zone of impact are present on the intervention result chain with details as follow:

- Intervention Direct Impact
  Intervention direct impact zone cover chain of changes that is directly related as the output, outcome and systemic impact of PRISMA and its partners' activities. Including scaling up activities conducted by PRISMA's partner within the same intervention area and/or jointly targeted scope of commodities.
- Incentive for Wider Scale and Systemic Change
  This zone covers boxes that signify market players incentive, that in turn would promote wider scale of impact and/or systemic changes.
- Intervention Indirect Impact
  Intervention Indirect Impact zone cover boxes that signify systemic impacts happening due to the performance/incentive of initial adopter either at farmers, ISP and/or other market player in the same or higher level/role as PRISMA's partner. The zone would be specifically aimed to highlight presence of systemic changes attributable toward the intervention as well as the specific indirect outreach generated from it, which may come from either different implementation location and/or scope of commodities outside the one jointly targeted with PRISMA.

The result chain boxes may exist along multiple area (level) of changes in one or more zone of impacts, with all the chain of boxes start from the "Intervention Direct Impact" zone to highlight the attribution of boxes in

the "Incentive for Wider Scale and Systemic Change" and "Intervention Indirect Impact" toward PRISMA's activities. This is in line with intervention result chain's utilization as the intervention attribution strategy.

The following table summarizes the typical changes to each level of PRISMA overall program results chain.

TABLE VIII: TYPICAL CHANGES IN EACH LEVEL OF PRISMA OVERALL PROGRAM RESULT CHAIN

	Level	Typical changes
Farmer	Farmer impact	• *Smallholder farmers increase net attributable additional income*
	Farmer competitiveness	• Smallholder farmers increase sales revenue • Smallholder farmers reduce costs • Smallholder farmers sell products or services at a higher price • Smallholder farmers increase productivity • Smallholder farmers increase production capacity
	Farmer outcome	• Smallholder farmers apply new or improved practices or utilise new or improved inputs, or establish contracts with new buyers • Changes in capacities and/or incentives of smallholder farmers related to received services or inputs or markets • Smallholder farmer receive new or improved services or inputs • Farmers receive improved inputs or technology from a VCF loan • Farmers' loan application is approved • Farmers apply for loan to the bank
Intermediate service provider	Intermediate service provider outcome	• Service providers provide new or improved services or inputs related to new business model to farmers • *Service providers increase turnover for providing the services/products to farmers thus have an incentive to continue*. • Service providers increase their turnover for supplying the services/products to farmers through VCF
	Intermediate service provider output	• Changes in capacities and/or incentives of service providers related to implementation of new business model
Partner	Partner outcome	• *Partners provide support to service providers to implement the new business model* • Changes in the capacity and/or incentive of partners to support service providers • *Investments by the Partners to increase their capacity* • *Increased portfolio in agricultural finance* • *Research institute collaborate with private sector to disseminate the innovation*
Activities	Activities	• Activities implemented by PRISMA to support partners

As part of the GESI strategy into the intervention life cycle. Any box with WEE implications, will be highlighted alongside with incorporation of corresponding WEE indicators and/or questions in the measurement plan/strategy. In the implementation, this could happen in the following example (but not limited to) within

the intervention[2]: highlighting presence of gender inclusive planning during development of activities such as farmer's training; how all relevant segment of farmers especially male & female farmers are aware and able to obtain/adopt the innovation; further integration may take form in the faithful implementation of inclusive study and inclusive business case in the business model, highlighting impact on wider inclusiveness, WEE, systemic changes and others.

The following are additional tips for making results chain:

- Be clear on the intervention logic and make sure that the results chain represents the business model introduced
- Be specific and clear: mention who does what, and use active voice.
- Avoid using jargon e.g. capacitate, facilitate, support, and be as clear as possible
- Ensure logic: make sure that if the arrow goes from one box to another the first box is a "cause" of the following box.
- Start with as many boxes as necessary, then remove the boxes that are repetitive. However, make sure the results chain is sufficiently detailed. If something could go wrong between two boxes, you should ad another box to monitor that step.
- The results chain should be self-explanatory. External persons should be able to understand the results chain with little additional explanation.

Results chain are first developed by the sub-sector teams, with support from their RM focal as part of the ICN and IP for interventions. These results chain is assessed by another member of the RM team for logical coherence as part of the assessment of ICN/IPs. Later after the contracts are signed with partners and activities have been finalized, the sub-sector team revises the results chain and finalizes it with support from the RM focal.

4.2 Defining Indicators

After articulating the intervention results chain, the next step is to identify indicators to measure changes in each results chain box. For each box there should be one or more indicators to specify expected changes that need to be measured. Generally, good indicators should be:

- Specific: clearly defined and specific to the changes described.
- Measurable: either quantitatively or qualitatively.
- Relevant: relevant to the changes in the results chain box.
- Time-bound: identified with specific timeframe e.g. "kg of produce per ha per annum".

Both quantitative and qualitative indicators are needed to cover all aspects of change in an intervention. Quantitative indicators are required to measure 'to what extent' changes are happening. Qualitative indicators are useful to explore the nature of the changes: how and why, or why not, are changes taking place and will the changes be sustainable. Indicators should be developed carefully, for each intervention and for each 'change', and care should be taken that they reflect the actual change or changes that are described int the 'box'. Where necessary, indicators are gender disaggregated as described in chapter 6.2. Also, indicators that measure the KPIs must be included. The identification of indicators for each box must be done by the sub-sector teams with support/advise from the RM focal person.

[2] To be highlighted with red border, whenever the gender inclusion box is not suitable to be integrated in the result chain, a single unlinked blank gender inclusion box has to be put in the result chain area as a sign that integration has yet to take place.

4.3 Projections

There are two type of projection, existing intervention projection and pipeline projection. Existing intervention projection is made when an intervention idea is converted to a concrete plan. Making projections for interventions means we try to predict how much change will occur in the sub-sector as a result of our interventions. The ultimate aim of this projection is to be able to predict how many poor farmers will be reached through our interventions and how much income increase they will have. As much as possible, projections should be based on 'fact' and 'assumption', and are thus derived through calculations that are thought through carefully. Pipeline projection basically is the outreach estimation for intervention ideas that haven't been realized to actual intervention.

Every sector team has to estimate their outreach and also when they can report it. In order to get accurate projection about the number of poor farmers, sector team needs to assess the ISP and/or partner capacity, so the team can estimate how many farmers will get access to the innovations. Some access farmers will apply or use the innovations, but the others will not. The farmers who apply/use the innovations are defined as User. From this group, some farmers will get increase income hence PRISMA define them as Outreach or Beneficiary.

The sector team also needs to put projection on correct semester. The projection is not necessarily the exact same time when the changes happen, but when can PRISMA report the impact. For instance, maize farmers harvest on May and the impact assessment report can be done on July hence the sector team has to project it on second semester not in the first semester.

There are very initial projections made in the ICN and IP. However, when making projections for the ICN and IP, not all details are known; more specifically, the extent of the activities which will be carried out is not clear (e.g. how many people will be trained, how many demo plots will be developed). That level of detail is available after the team has done a lot of field investigations. It is at that point that detailed projections are made based on the intervention results chain.

Projections should be made based on a combination of inputs. These include:

- Experience and knowledge of the staff.
- Data from primary research, such as field trials, case studies, and opinion of stakeholders.
- Data from secondary research, such as commodity studies, sub-sector studies, market researches, and case studies.

The projections should be made only for a few selected key quantitative indicators; they should say how much the value of the indicator would change due to the intervention.

Do the projections before you make the measurement plan. It helps you to think through the intervention logic and plan. If it is difficult to make the projections, it might be that you don't know enough yet, or that indicators are missing or need to be adjusted. It also helps you to make the measurement plan.

Calculations for projections should be realistic, and in case of doubt, should be conservative. Don't assume all ISPs will provide all services, or that all farmers will apply the service correctly: adjust the 'ideal' change with conservative estimation. Don't assume all farmers will increase their yields in the way it was done during a demonstration or pilot; some will not apply inputs properly and get a lower than possible yield. The assumptions made for these projections should be documented as clear as possible with reference to the source of the assumption.

The projection is used to track the intervention during implementation. Whenever data are obtained on changes (e.g. outreach, or impact), these should be updated as an actual number. This can be used by sub-sector teams to compare projections and actuals to understand what this means for the sub-sector and the portfolio. After the actuals are in, future projections are made based on the reported actuals and disregard are past projections. Projections are made by the sub-sector team, with the RM focal supporting and giving advice.

4.4 Attribution and Overall MRM Strategy

The overall MRM strategy needs to address:

- Whether or not universal indicators will be measured
- The likelihood of overlaps between interventions
- The likelihood of displacement, and how it will be dealt with
- Which attribution method will be used

4.4.1 Universal Impact Indicators Measurement

The universal indicators that PRISMA measures is number of farming household benefiting and net attributable additional income increase, which is the goal level indicators. As of the writing of this manual, the measurement of additional job creation is still being analyzed. In exceptional cases where attributable change at goal level is not feasible to be measured, measurement can be done up to lower level indicators and not up to the goal indicators. Such decision can only be taken on case-to-case basis by the CMT, and will be made during the development of the IP and recorded (along with the justification) on overall MRM strategy.

4.4.2 Potential Overlaps with Other Interventions

It is likely that there are some overlaps between different interventions: some farmers may benefit from more than one intervention. The ISD automatically checks for overlaps between interventions based on the inputted intervention area in each ISD.

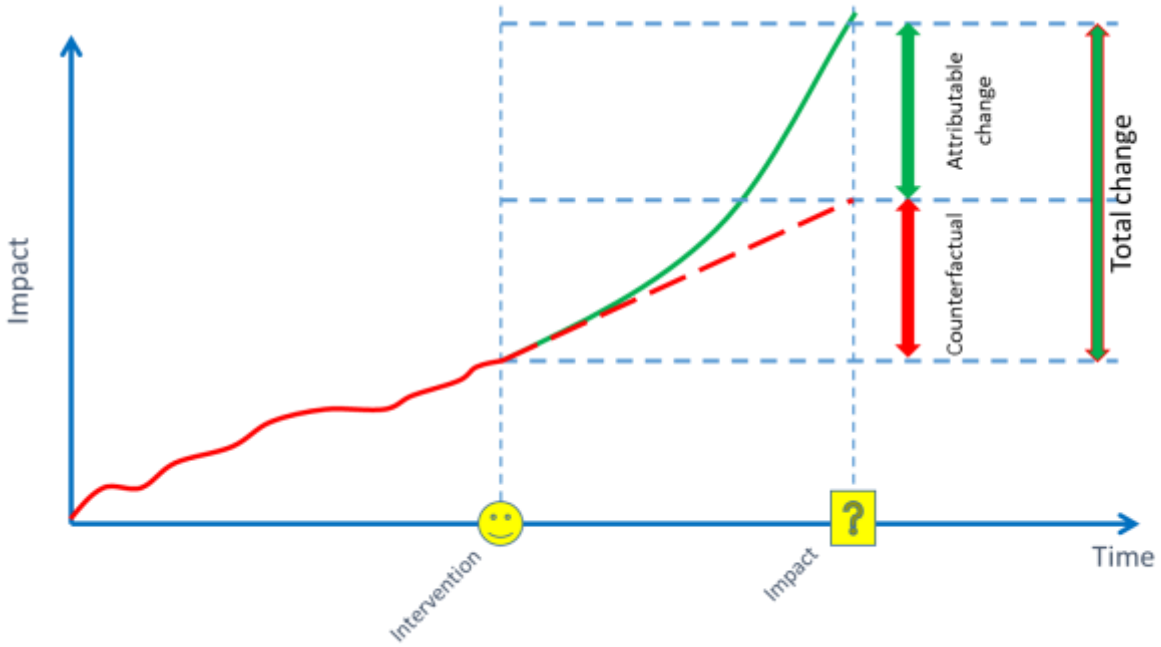
4.4.3 Displacement

Displacement is the negative effect that an intervention may have, whereby one group benefits at the expense of another (for example, some farmers increase in sales cause other farmers to sell less). Displacement may occur at many levels of the results chain (partners, service providers) but is only considered at the level of the farmers. In most cases, PRISMA works in growth sectors, and displacement is unlikely to happen. However, if it does, PRIMA has to 'address it'. Thus, sub-sector teams must explain to the RM focal if displacement is likely to happen due to an intervention along with supporting information. The RM focal then records this in the MRM strategy in the ISD. If displacement is likely, then additional research may be conducted on the matter. The measurement for displacement varies for each case and the decision is taken by the HRML. When necessary, the matter of displacement may be brought to the CMT to decide whether or not to continue with the intervention strategy.

4.4.4 Attribution

Not all changes happen due to PRISMA interventions, but also because of external factors such us weather, macroeconomics situation, etc. In order to isolate the changes due to external factors (changes that will happen anyway without PRISMA intervention), a counterfactual must be established. The attributable change is the difference between the counterfactual and the total change observed/measured.

FIGURE VII: ATTRIBUTION



Various methods can be used to define the attributable impact. A number of these methods are briefly described below, with an indication of when to use them and when not. For each intervention, the first step is to define the attribution method.

TABLE IX: LIST OF ATTRIBUTION METHODS

Attribution Methods	When to use it
Before and after comparison (BAC)	
Measuring the value of the (key) indicators a) before the intervention takes place (baseline), and b) after the intervention (end line). The difference between those two measurements is the change that is then reported (e.g. net additional income).	When the change is very obviously due to the intervention, i.e. there are no external influences that might affect the counterfactual. Because PRISMA is targeting farmers and often aiming to improve their yields, it is very rare that there are no other external factors such as the weather. The BAC method can be used to measure changes at lower levels (like that of the ISP and partner). However, even in this case we prefer to understand why the change took place. Hence, we always prefer to combine this BAC with Opinion.
Before and after comparison with opinion (BACO)	
The Before and After Comparison with Opinion is like the BAC method, with the addition that we also ask the opinion of the partner, ISP, farmers or other stakeholders involved. This provides us with confirmation of why the change took place or did not take place.	When there are no external factors possibly influencing the counterfactual, or when it is impossible to obtain data on the counterfactual either because the change affects the entire population or because it is not feasible to isolate those who are not affected. A BAC can be combined with collecting the opinions of respondents on whether the changes were due to the intervention. Opinions can also be collected from other stakeholders or key informants. Such consultations can be obtained using interviews, focuses group discussions or stakeholder workshops. The opinions are used to triangulate findings of the before and after studies. Sometimes the counterfactual is influenced by one or two key external factors that can be 'kept constant', and thus be isolated. Examples can be: purchase or sales prices that vary due to other factors, hence influence the "income". By freezing them, one can thus eliminate the influence of those factors.
Trend and other analyses using secondary data to establish the counterfactual (TA)	
A trend analysis compares the annual increase or decrease for a certain indicator (such as export	If relevant and reliable statistical information is available on several key indicators, then one can compare the 'projected

Attribution Methods	When to use it
value per year) over recent years and compares the change in that trend with the measured value of that indicator after the intervention. Other comparisons include comparing the smaller group of treatment farmers with the entire farmer population using secondary information.	slope' (which would present the counterfactual) with the actual measured value; the difference is the change attributable to the intervention. This is only possible if the counterfactual is steadily changing (a trend), if it is very volatile it's often not feasible to make such comparisons. One may also compare actual measured data with other data available for the entire population. These comparisons are challenging and should only be made if reliable information is available and no other attribution methods are possible.
Quasi experimental design (QED)	
To carefully select one group of farmers which will benefit our intervention (treatment group) and another group of farmers that will not benefit from our intervention (comparison group) before the intervention takes place. We measure the before and after situation of both the treatment and the comparison group. This implies we have to do a BACO for both groups and compare both differences (the 'difference-in-difference').	Provides credible number and is thus in principle preferred. However, it is very challenging to apply to M4P interventions, as to do so means categorising groups into those which will be benefited and those which won't, which is restrictive. The two groups chosen will also have to be very similar so that a comparison of the counterfactual is feasible. In addition, it is resource intensive (two baselines, two end lines).
Comparing user and non-user groups (CG)	
To compare those farmers who benefited from our interventions (users) with farmers who did not (non-users). The identification of users and non-users is often done using the intervention logic: some ISPs will be providing the service (resulting from our intervention), while others may not: hence the farmers who are clients of the latter can be part of the comparison group. We can also sample a number of farmers who are clients of the applying ISPs and compare those farmers who applied (the advice) with those who did not. We measure the before and after situation of both the potential user and non-user group. This implies we have to do a BACO for both groups and compare both differences (the 'difference-in-difference'). The difference with the QED is that we only 'allocate' the respondent to either user or non-user group 'after the changes have taken place'. With QED this is done beforehand.	This is easier to apply than QED as the program does not have to restrict farmers into groups of users and non-users. However, there may be a selection bias inherent in this method, i.e. those that used the product/services may be better off anyway than those that did not use the product/service. It can be used when we expect that not all potential users will actually become users (and leave no comparison group). The reason for farmers using or not using the service is crucial for us to understand. For many interventions, this will be a practical attribution method.
Randomized control trials	
Identify at random from the entire population one group of farmers which will be using the service (treatment group) and compare it with a group which is not provided with the service (control group), also identified randomly. We measure the before and after situation of both the treatment and the control group. This implies we have to do a before and after comparison for both groups and compare both differences (the difference-in-difference).	This method is considered by some the most statically rigorous. However, it requires that PRISMA must have control of determining who will and who will not be using the service since those using and not using will be randomly selected from the same group (like flipping coins). It is rare that this method is appropriate for PRISMA interventions

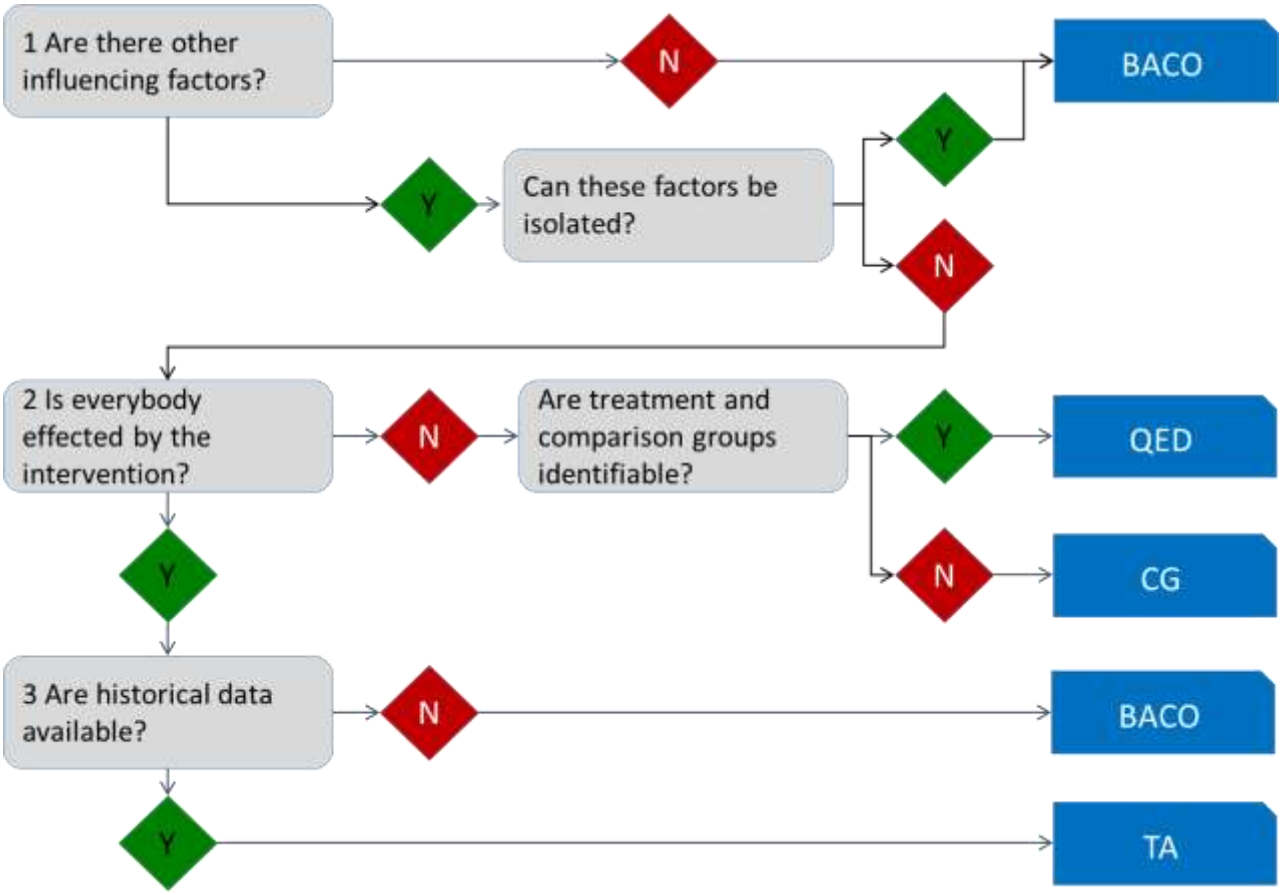
4.4.5 Selection of Attribution Strategy

To select the most appropriate attribution strategy, the first step is to identify the key external factors that might also affect the changes observed, such as weather conditions, price change, etc. This, together with our knowledge of the sub-sector, will enable us to select the best attribution method, balancing between most appropriate and feasible.

In selecting the right attribution strategy, the RM focal discuss with the sub-sector team. The attribution method selected must be described in the overall MRM strategy. The description should include a concrete description of the counterfactual, a description of external factors (or absence of them explaining why) and the selected attribution methodology, and why.

The diagram below is a guideline that can help to decide which research method to use for attribution.

FIGURE VIII: SELECTING ATTRIBUTION METHOD



4.5 Establishing the Baseline

The baseline records the value of the key indicators in the results chain before the intervention has affected farmers. Baselines are useful for understanding the situation before the intervention takes place, making projections of changes, estimating the required degree of change for uptake of a new intervention idea, and for estimating actual changes resulting from the intervention. Collection of baseline information is also a necessary part of establishing the counterfactual.

When and how to establish the baselines varies between each intervention and each market actors:

- Partners: it is generally possible to establish a baseline before the intervention is started. As they are our partners, we generally know their situation regarding the new product/service before the intervention and a separate baseline study is generally not necessary.
- ISPs: a baseline may be constructed during the sub-sector study or during the development for an IP. However, if this is not done in a representative manner at that time, then it will be necessary to construct one later.

- Farmers: there are 2 types of farmers baseline based on its usage, for sub-sector strategizing and for claiming impact. During the sub-sector strategizing phase (development of GSD), it is important to make sure that a representative baseline study is done as this information will determine your intervention design in the sub-sector. This baseline is recorded in GSD and IP. Meanwhile, for baselines used to claim impact, it can either be constructed in the beginning of the intervention or recalled during the impact assessment. The table below addresses the advantages and disadvantages for both methods.

TABLE X: ADVANTAGES AND DISADVANTAGES OF BASELINE ESTABLISHMENT METHOD

Construct (at the beginning)		Recall (at the end)	
Advantages	Disadvantages	Advantages	Disadvantages
More accurate as the respondent would remember better	Less comparable as the respondent for the baseline and for the impact assessment might not be the same	Less timely and less costly	Less accurate, it would be harder to remember for the respondent
	Timely and costly	More comparable as the impact and the baseline would come from the same respondent	Especially risky when the expected changes are not significant, the respondent might give the same answer for the current and past situation

This baseline is an indicator that is recorded in the ISD and to be reported each semester. It might need to be renewed for every impact assessment as the baselines could change from time to time due to external factors.

4.6 Monitoring and Measuring Changes

Continuous monitoring of changes resulting from the intervention will be carried out from activity level up to goal level. This will be done using various tools (such as company records, observations, FGDs, and in-depth interviews). To be able to carry out continuous monitoring and measurement it is important to plan carefully:

- When the changes are likely to take place?
- What is the most efficient way to combine the measurement of various indicators in one go?
- What combination of tools and sources should be used to triangulate the findings?

Normally, measurement during the intervention is not rigorous, but informative. This may, for example, be a mini survey of carefully selected respondents in order to understand if the business model works and if the projected impact is likely to be realized. It is important to document the methodology and limitations of the findings. The method used for continuous monitoring must be appropriate for the indicator(s) being measured. For example, observation is sufficient to know how many participants are at a workshop; observation is not sufficient to know how many participants are at a workshop; observation is not sufficient to know how many people apply a new practice.

For each and every indicator or set of indicators, we must identify when the indicator will be measured (month and year), how it will be measured (using which method), and who is responsible for the measurement. Often a number of indicators will be measured at the same time, using the same tool. It is crucial to develop the most practical measurement plan, a plan that obtains information early and specific enough to assess

changes (or lack of), yet avoids that the plan is so demanding that it will be too costly or time consuming. The plan is recorded in the ISD.

Measurement of indicators thus follows the MRM plan, and is not per definition a periodic event (monthly, annually). The research, e.g. observation at training events or interviews with a few service providers or farmers, should be processed properly. The findings and conclusions should be recorded and stored in the evidence files for each intervention. These documents could be in the form of Back-to-Office reports, Minutes of Meetings, emails, and others.

4.6.1 Data Collection Method

Rather than drawing conclusions from the single source, PRISMA use a combination of methods and/or sources (triangulation) to assess the changes that take place. The table below summarizes common tools that can be used to collect data and the situations when they should be used:

TABLE XI: DATA COLLECTION METHODS AND WHEN TO USE THEM

Tools	Explanations	When to use the tools
Observation	This is a technique whereby a researcher observes a group or event and takes notes on what takes place. The observation is direct when the researcher is present or indirect when other means of observing are used (for example, a video camera). The researcher should be aware that people might act differently when they know they are being observed.	• Quick assessment of what is happening and how • Particularly useful tool at activity and partner outcome level • To explore the process of change • Combined with regular field visit • To validate data from other sources
Records	Records or documents that partners, service providers or farmers keep	• Convenient way to get quantitative data related to those particular records and documents • when stakeholders have sufficient records and are willing to share them • To get an indication of the degree of adoption of a model among stakeholders
Secondary data	This involves a review of information that was collected in the course of another study or as part of a publicly available set of data. It may be in the form of official statistics or other informal sources not generated by the researcher.	• As sources for projection • For triangulation • In some cases, to established counterfactuals
Key Informant Interview	These are qualitative in-depth interviews with individuals who have first-hand knowledge of the issues that will be addressed in the intervention.	• To gather information on specific issues which will be addressed in the intervention • To use as a source to enable projection • For triangulation • To explore causality
In-depth interviews	In-depth interviews gather qualitative information and explore the process of change extensively. They provide more in-depth analysis of the changes, which are taking place and explore causality.	• To gather qualitative and quantitative information from a small number of respondents • To explore the change process in depth (the nature of change processes and opinions of the changes) • To explore causality

Tools	Explanations	When to use the tools
		• Useful for reporting impact particularly if information is triangulated • Normal sample size is around 5-30 people purposively selected
FGD	Qualitative evaluation methodology in which small groups of people are brought together to discuss specific topics under the guidance of a moderator. FGDs are a good tool for getting the common view of participants but it is weak in understanding individual cases and socially sensitive cases	• To gather qualitative and quantitative information from small number of respondents. • To explore the change process in depth (the nature of change processes and opinions of changes) • To explore causality • For triangulation • To understand collective behaviour or perceptions • The normal group size is around 8-15 people purposively selected • It requires an experienced moderator
Survey	This is a data collection tool used to gather information about individuals based on a sample of target population. A survey normally used to gather quantitative data (also simple qualitative data) for a large number of respondents utilising structured questionnaires.	• To gather quantitative data (and simple qualitative data) from a large number of respondents • Survey can provide statically robust data required for impact assessment and reporting • Can be done in-house for small surveys or outsourced for larger ones • Samples can be drawn randomly or purposively as long as a) they are reasonably representative and b) method and limitations are documented

4.6.2 Conducting Surveys

Surveys are used to measure many of the indicators of PRISMA, particularly key quantitative indicators such as outreach, productivity, incomes, and service provider turnover. Surveys are usually conducted to assess the indicator value for the baseline situation, the intermediate, and the end-line situation.

The proper planning and conducting surveys are the key to accurate measurement. To ensure rigor of impact assessment and to optimize the user of resources, PRISMA use the following table to prioritize its interventions in three different categories: low, medium, and high priority. The sample size is then identified by instructions related to each category.

TABLE XII: LEVEL OF STATISTICAL RIGOR IN IMPACT ASSESSMENT

Expected Impact				
High	Medium Priority	Medium Priority	High Priority	
Med.	Medium Priority	Medium Priority	Medium Priority	
Low	Low Priority	Medium Priority	Medium Priority	
	Low	Med.	High	Expected Outreach

Priority	Number of samples based on
High	95% confidence level 10% margin of error
Medium	90% confidence level 10% margin of error
Low	Minimum of 40 samples

The confidence levels and the margin of errors above are the minimum for each respondent group (not for each surveys). Which means for Control Group assessment, you need at least 40 respondents for User and another 40 for Control. These levels are meant to be general guidelines only. In reality, we may opt to have more respondents to achieve better accuracy as long as it is still feasible and efficient, or to have less respondents (but never less than 40 per respondent group unless the population itself is less than 40) when it is not feasible or efficient to have more.

For planning surveys, PRISMA has created a research design template to be used as a guideline. Once the sample size of a survey has been decided on, the questionnaire or interview guideline will be developed, one for each respondent group when necessary. The initial checklist of what to measure is collected from the MRM plan in the ISD. This checklist then developed into a draft questionnaire by the RM focal or by the research firm to whom the study is outsourced. Based on this questionnaire, the data entry template and an analysis plan may be developed by the RM focal. For baselines or impact assessment survey only, PRISMA has developed a standardized questionnaire and data entry template which is explained in Annex - CAPI.

Quality of data is crucial to ensure the quality of the research. Regardless of how large the sample size is, if the quality of the data obtained is poor, the results of the research will also be poor. Quality control of the research, in particular, large surveys, is extremely important. Further discussions on survey and questionnaire design can be found in Annex - Standardized Questionnaire.

4.7 Analyze, Learning and Using Results

The key function of the results measurement system is to provide a feedback mechanism that can facilitate the learning and improvement processes. The information generated from the system are used in several scheduled program reviews where the results are analyzed and discussed; this generate the lessons learned and measures to be taken to improve results. This section provides details about how to prepare and organize different types of review meetings. Intervention reviews focus on the intervention (ISD-based). Sub-sector review focus on the achievements of the intervention and the changes in the sub-sector (GSD-based). The portfolio reviews all sub-sectors, based upon the sub-sector reviews.

TABLE XIII: REVIEW MEETINGS

Type:	Intervention review	
Frequency	Monthly and/or Quarterly for co-facilitators. As needed for PRISMA internal sub-sectors.	
Length of review	Maximum half day per sub-sector interventions	
Participants:	Led by:	Intervention/ Sub-sector task leader
	Participants:	Intervention / Sub-sector team RM focal (optional), Head of Portfolio (optional)
Inputs:	Updated ISD for each intervention Findings from any surveys done in the sub-sector	
Agenda:	Assess if intervention activities are leading towards anticipated results Undertake budget analysis and forecasting Identify and document key changes needed to the implementation plan Identify any changes in the market dynamic that will potentially affect progress	
Type:	**Sub-sector Review**	
Frequency	Twice a year for PRISMA's intervention. Some sub-sectors reviewed in May and some in November	
Length of review	One day per sub-sector	
Participants:	Led by:	Mentor
	Participants:	Sub-sector team, RM focal GSI specialist (optional) HRML (optional) General Manager (optional)
Inputs:	• Updated ISD for each intervention • Findings from any surveys done in the sub-sector	

Agenda:	• Preliminary analysis on results to date along the intervention result chains:
	  ○ What is working or not working and why?
	  ○ What probably caused the changes observed?
	• Preliminary analysis on overall performance of the sub-sector
	  ○ Vision of systemic change and review of progress towards systemic change
	• Review of sub-sector background and GSD narrative based on points below:
	  ○ Does the story still hold?
	  ○ Are there changes or emerging trends in the sector that we need to be aware of?
	  ○ Are there any unintended effects of our interventions/activities?
	  ○ Are there any new opportunities for interventions?
	  ○ Are there any corrections that need to be made to the GSD?
	  ○ Are there any signs of systemic change?	

Key decisions	• Adjustment to the interventions and sub-sector strategy • Prioritization and resources allocation among the interventions	
Expected output:	• Sub sector review meeting minutes • QMT	

Type:	Portfolio Review
Frequency	Semi-annually after sub-sector reviews are completed
Length of review	3-4 days
Participants:	PRISMA General Manager, PRISMA Chief Quality Officer, Mentor Hub, Head of Portfolio(s), Head of Results Measurement and Learning, Head of Management Information System, Head of Operations and Finance (optional), Communications Manager (optional)
Inputs:	• Mentor assessment of sub-sector
Agenda:	• Review of progress towards systemic change • Overall results achieved to date by sub-sector • What is working and not working? And why? • What are the key challenges and changes in the political, economic and social environment that will affect the program and its sub-sectors? • What need to be adjusted in the portfolio? • Are there any personnel related changes or next steps to work on?
Key decisions:	• Continue, drop or add new interventions/sub-sector • Changes in portfolio structure and resource allocation

4.8 Systemic Change

There are many definitions of systemic change; no one definition seems to be widely accepted. The main reason for this is what constitutes systemic change varies depending on the market systems and the contexts within which they operate. The DCED Standards has no set definition of what is systemic change; it allows the use of various definitions, but it expects each to have the following three characteristics:

- Scale. Systemic change influence and benefit a large number of people who were not directly involved in the original intervention
- Sustainability. Systemic changes continue past the end of the program, without further external assistance.
- Resilience. Market players can adapt models and institutions to continue delivering pro-poor growth as the market and external environment changes.

For each sub-sector, a road map to systemic change is developed and reviewed annually during the sub-sector reviews. The road map for systemic change for each sub-sector is also revised by the sub-sector teams and presented as part of the ICN and IP for new intervention. It provides the vision for systemic change and the systemic changes that have taken place as a result of the interventions in the sub-sector.

During implementation, the sub-sector team looks out for signs of systemic change and assess if the changes are attributable to PRISMA interventions. How to assess signs of systemic change is outlined in Annex - Systemic Change. If the changes are attributable to PRISMA, the team with their HoP will take one of the following decisions:

- To support the initial partner as it shifts from adopt to the adapt stage. This could be by supporting the partner to expand the business model to other areas, or to adapt the business model.
- To support actors that are showing signs of reactions that fit in the Expand or Response stage. This could be by supporting them to copy, adapt, or develop a new business model. In such case, this support may lead to new intervention, with a new ISD and thus new MRM plan. These actors subsequently become partners and move to the adopt-adapt quadrants of the matrix.

- Not to support actors in the Adapt, Expand, or Response stage. In that case, no new intervention will be developed, and the measurement of systemic change will be done using the existing ISD. If those changes and their resulting impact at farmer level is to be measured, the ISD needs to be adjusted to ensure that the impact at farmer level as a result of those systemic changes is reflected and captures. If the result systemic change is not significant, then the sector team and HoP/TL can decide not to measure and claim changes at farmer level.

For each intervention an AAER matrix is developed and used to track changes due to the intervention in the ISD. The ISD is used to record the expected and the actual attributable changes in the AAER matrix. Gathering evidence about the occurrence and attribution of systemic changes is led by the sector teams, and measurement at farmer level is led by the RM focal.

4.9 Documentation and Record Keeping – Evidences

The PRISMA portfolio and Result Measurement System produce and utilize several documents and reports to manage the implementation and learning process, and to measure and report results. These documents have to be systemically organized and maintained to ensure that the most updated version can be accessed when needed. The following table summarizes the key documents including the timeline and person responsible for their updating and maintenance.

TABLE XIV: REVIEW MEETINGS

Document	Responsible for producing	Completion date	Responsible for maintaining	Updating
Non-intervention specific research study report	Research lead	One months after the field works finishes	Research lead	None
Sub-sector Growth Strategy Document (GSD)	Sub –sector Task leader	End of sub-sector analysis	Sub –sector Task leader	Annually
Intervention Concept Note (ICN)	Sub –sector team	On demand		None
Intervention Plan (IP)	Sub –sector team	On demand		None
Agreement with Partner	Sub –sector team	On demand	Sub –sector Task leader	On demand
Intervention Steering Document	Intervention leader	Two months after the contractual agreement with partner is signed	Intervention leader	On demand, at least consolidated semi-annually
BTOR	Intervention leader	One week after field visit		None
Intervention Specific Research/study Report	Intervention leader	One month after survey field work is completed	Intervention leader	None
Sub-sector Review Meeting minutes	RM Focal	One week after the meeting		None
Portfolio Review Meeting minutes	DGM/HRML	One week after the meeting	GM	None

Document	Responsible for producing	Completion date	Responsible for maintaining	Updating
PRISMA Aggregation System	HRML	Semi-annual: one week before PRIP report	Head of Result Measurement and Learning	Semi-annual
Annual Report to DFAT (PRIP)	General Manager	January, July		None

5 Crosscutting Issues

PRISMA also focuses on a number of key issues that are central to the program and cut across all sub-sectors. These include:

- Poverty
- Gender
- Environment
- Nutrition
- Disability

It is essential that these be integrated into every intervention and/or sub-sector. The decision as to how the integration occurs will be context-specific but what is important is that it is looked at. The sections below explain the boundaries the program will use to define these issues and how it will integrate them into its activities.

5.1 Poverty

The goal of PRISMA is to increase incomes for poor farmers. This includes landless farmers, poor and near-poor farmers as defined by the $2.50 2011 PPP and $5.50 2011 PPP poverty line, as well as agriculture-based or agriculture-related small businesses in rural areas.

However, the M4P approach works through markets and works according to business incentives. This means that many interventions will be designed so that all farmers can benefit *including/especially poor farmers*. In turn, this means that PRISMA will ensure that all interventions are designed to reach poor farmers and generate benefits for them. This is done through a number of steps.

Firstly, a key factor when deciding which commodity, sub-sector and intervention to work in is whether poor can benefit from PRISMA's work. Commodities or sub-sectors which do not provide scope for the poor to benefit are not selected.

The same rule applies for interventions. The only exception is where the intervention has the scope to unlock a key constraint within the sub-sector in which it can create significant growth or can open up opportunities for other pro-poor interventions. Decisions about these kinds of interventions need to be taken by the CMT and the reasons for taking them carefully documented. The integration of poverty reach is thus integral to all interventions within the program.

Finally, the program will, as part of its measurement system, use the Simple Poverty Scorecard developed by Mark Schreiner as tool to estimate the socio-economic levels of farmers. The actual and expected poverty score of each sub-sector is collected from each baseline and impact assessment survey, it is recorded in the KPI worksheet of the ISD.

5.2 Gender

Gender Equality (GE) and Women Economic Empowerment (WEE) are two of the most often highlighted issues in development communities, and PRISMA is no exception for it. It is to be noted however, that most MSD program (that is not gender focused) often focus too much at how they create and capture impact out of their interventions, and therefore miss out greater opportunities to reach greater impact by utilizing gender and woman economic empowerment angle in furthering the program achievement. Taking learning from its first phase, PRISMA address this by adhering to its strategy as an MSD program, focusing on market sustainability and commercial business case as an anchor for its gender and women economic empowerment strategy. PRISMA has evolved its thinking over the years from a do no harm approach to increased gender awareness and mainstreaming of WEE. It hopes to work beyond do no harm into challenge the status quo, and it aims to create positive transformative changes whenever possible while keeping an eye on the do no harm aspects.

In order to realize this, PRISMA emphasizes integration of gender equality and WEE aspect as one of the major inclusiveness cases in business. Now onwards, this is not only reflected in how PRISMA gather, articulate and make use of gender/WEE related information, but also directly integrated into the program's result measurement system. Based on the latest gender equality and social inclusion (GESI) strategy document, the following were a brief on gender equality and WEE related change in PRISMA's life cycle and result measurement systems:

1. Establishment and adoption of consumer assessment guideline as PRISMA's business-based take in improving intervention performance utilizing gender and WEE angle
2. Adoption of gender equality/WEE based inclusiveness indicator in PRISMA's KPI – WEE effectiveness within PRISMA innovations (KPI4)
3. Adoption of gender/WEE based inclusiveness indicator in PRISMA's QMT – Deviation from the optimal level of gender inclusiveness, that is the business performance parameter derived from the KPI4 above
4. Development of gender related monitoring guideline that is based on business case implementation of gender equality and WEE aspects
5. Documentation and communication of gender equality/WEE related activities, impact and information thru Crosscutting section in PRISMA's ISD

All the changes were carried out to support the cause outlined in the GESI strategy, encompass changes across multiple stages and enable better knowledge and information sharing across multiple stakeholders at organizational level. Support from a GESI team as well as external GESI Specialist is also being integrated into the intervention life cycle. Starting from review and feedback of intervention designs, particularly those which seem to have a significant potential GESI angle, down to keeping track of how the interventions are moving forward and what effect they have on women and the socially excluded in general.

PRISMA measure and report using 'smallholder farmer households' as the unit of measurement. These households include men and women. At some parameter, measurement at individual level is required to be carried out separately, especially at the access level. Whenever possible, PRISMA also aim to generate a gender segregated reporting. However, for most interventions impact on gender equality cannot be measured simply by disaggregating men and women at user level, because farm work and decisions on farm investment is generally done by the whole household, and the additional income is also used for the household and not for individual men or women. For all interventions, PRISMA will collect and report how many women and men households are involved in the sub-sector. Average % of females per household that are involved in the sub-sector commodity would be utilized as a proxy to estimate the number of female and male individuals benefitted from the intervention.

As briefly outlined above, a Gender Equality section has been reserved in the ISD's 'crosscutting' sheet to document, capture and leverage gender and WEE related information. A record on Level of Effort and Level of Control that define inter gender relation within the household are to be documented in it. Further both are

utilized as a component to explore possibility and develop a gender equality based business case on the sector/intervention whenever possible. The said business case itself need to be elaborated in ISD's gender section, or a justified elaboration based on the gender analysis if a business case is indeed not applicable. Later an elaboration on how the business case is integrated in the intervention is also recorded on its respective section. Respectively, implementation team would be required to provide a sound justification when business case application is considered not feasible and omitted from the business model.

In integrating and leveraging gender equality and aimed benefit to women, gender implications and/or WEE objectives of the intervention is required to be documented in the program's monitoring framework. These WEE objectives are translated into quantitative and qualitative indicators in the MRM Plan worksheet. PRISMA will conduct gender impact assessments for selected interventions that have an impact on indicators that are usually unable or difficult to be captured in the ISD. These indicators include all the WEE impact domains, which may include women's agency, leadership, decision making authority, change of perception on women's role, impact on workload and quality of life etc. These assessments may also provide material for the selection of case studies and impact stories with the opportunity to disseminate information on program successes that can be replicated elsewhere.

Reference is made to the Gender mainstreaming guide, a step-by-step approach to gender mainstreaming in agricultural interventions, for more information. Please refer to the latest Gender Inclusion Strategy and Gender Mainstreaming Guideline.

5.3 Environment

As an MSD program working in the agriculture sector, PRISMA is inevitably exposed to various environmental impacts, both those it inflicts on and those it receives from the environment. The rural poor as the intended program beneficiaries depend heavily on environmentally sensitive natural resources for their livelihoods that can be impacted negatively by programmatic activities, as well as by wider environmental change (including climate change). Although PRISMA does not focus directly on the environmental factors of market systems, PRISMA realize the importance of environmental context understanding in order to maximise performance, capitalise any possible positive environmental impact while maintaining a "do no harm" approach and, whenever possible, reducing harm to the environment.

Adopting aspects, learnings and insights from TIRTA's environmental strategy (2018) and DFAT's 2019 Environmental and Social Safeguards Policy[3] and operational procedures[4], PRISMA require its intervention to comply with both Indonesian and Australian legal requirement in regards to environmental issues. Both represented by Indonesian's Analisa Mengenai Dampak Lingkungan (AMDAL) – mentioned in the Republic of Indonesia Law No. 32 Year 2009 (on Environmental Protection and Management) and Ministry of Environment Regulation No.5/2012 (regarding types of activity/project requiring environmental impact assessment), as well as Australia's Environmental Protection and Biodiversity Conservation Act 1999 (EPBC Act). In its latest iteration, PRISMA's Environmental Protection Strategy[5] (EPS) aim to ensure that PRISMA manage to screen out and avoid involvement on interventions that might significantly and needlessly contributing to severe and scalable negative impact toward the environment, all while mitigating potential hinderance from the elements and opening opportunities to capture, leverage and endorse positive impact toward environment – covered in a set of safeguarding strategies that span in the entire intervention life cycle. PRISMA's environmental safeguarding steps consist of four major components/steps: 1) AMDAL screening, 2) Environmental Smart Checklist (ESC), 3) Environmental Desk Assessment (EDA) and 4) Environmental Life Cycle Impact Assessment (ELCIA).

The AMDAL screening would ensure that any of intervention being developed by PRISMA comply with Indonesian environment regulatory standard – and would be placed during the intervention initial design

[3] DFAT Environmental and Social Safeguard Policy, February 2019.
[4] DFAT Environmental and Social Safeguard operational procedures, March 2019.
[5] Previously known as Environmental Management Strategy (EMS)

stage. While in the same time, the portfolio team are encouraged to use the ESC self-assessment tool to help them explore both positive impact and potential risk in their intervention. As the ESC is also integrated into QMT and SCP as their respective environmental indicator, it is expected to improve the depth of environmental analysis for each stage of intervention life cycle – especially during the implementation, where it is being regularly monitored and reviewed biannually. Once an intervention has been approved, an Environmental Desk Assessment supported by experts would take place parallelly with the intervention kick-off and final finetuning, providing a more technical insight and triangulation toward the self-assessment focused process. Later, management could discuss and decide based on the ESC if an intervention remain justifiable or not, and could further decide the necessity to conduct an ELCIA – either to ensure and monitor the extend of negative impact implied or to get better understanding and leverage of any positive impact triggered.

A section to capture, document and capitalize PRISMA's impact toward the environment has been dedicated in the ISD. During the intervention, observed changes are recorded in it and are part of the aspects factored in interventions and sub sector reviews. When periodic ESC exercise suggests a necessity to mitigate negative impacts toward the environment, the environment team would provide a supportive role in developing a mitigation and monitoring approach specific to the potential negative impacts. Environmental threat/risk that might hinder the intervention is also to be noted in the ISD, and should be documented alongside its mitigation as part of the key assumption in the 'Business Model & Key Assumption' section. More detail and direction on how the environmental issues are managed within PRISMA and how the ESC is utilized would be provided in both respective Environmental Protection Strategy and Environmental Smart Checklist Guideline document.

5.4 Nutrition

The preparatory study on nutrition produced three possible pathways for the program to strengthen its nutrition impact: increased production, increased income, and women's empowerment, with income increase identified as the main pathway out of the three. However, there are some influencing factors which will mean that increased income is not always translated into improved nutrition. PRISMA will therefore explore the potential for collaboration with other programs and research agencies (e.g. CSIRO's innovation unit) and proposes that impact measurement focuses on agricultural output and nutritional input (instead of nutritional impacts at the household level). PRISMA will deepen the initial findings outlined in the preparatory study report and follow up suggestions to construct a strategy for mainstreaming nutrition-sensitive agriculture. The strategy will consist of two parts:

(1) Negative impact mitigation ("do no harm"). PRISMA will develop a guideline for risk identification, planning mitigation activities, and evaluating their effectiveness.

(2) Strengthening nutrition impact. The program will develop a nutrition-related constraints tree for each province, as well as a guideline for choosing the relevant pathway and selecting potential partners and/or additional activities to strengthen positive impact and conduct impact assessments.

Further strategy on nutrition measurement will be defined later and in-line with overall PRISMA nutrition strategy.

5.5 Disability

The Preamble to the Convention on the Rights of Persons with Disabilities (CRPD) states that "disability results from the interaction between persons with impairments and attitudinal and environmental barriers that hinder their full and effective participation in society on an equal basis with others" (United Nations, 2006). This definition of disability is also adopted by the Australian aid program's Disability Action Strategy 2017-2020 (Commonwealth of Australia, DFAT, 2016, p. 7)

Given the world's incidence of moderate or severe disability is considered to be around 15.3% (World Health Organization, 2011, p. 29), and the fact that almost everyone will experience some limitation to their ability in

a lifetime, disability is not a marginal issue. Furthermore, there is a strong interplay between poverty, economic barriers to exclusion and disability.

To understand of such market segments and support private sector partners to respond to current and future needs of these segments, AIP-PRISMA began to do so by incorporating disability related questions in its monitoring to account beneficiaries with reduced abilities and deepening the understanding of these beneficiaries to provide a strategic direction to the program and partners to become more disability inclusive.

Leading from previous consultations and efforts to be disability inclusive, AIP PRISMA incorporated disability identification questions in the impact assessment questionnaires. This helped in identifying the number of people with disabilities in the current interventions, which range from 8-10% of the population benefitting.

This research is aimed to get better understand the unique barriers of the group faces in accessing the PRISMA's partners' services and products and developing a strategy to make the delivery of such services and product more inclusive.

This research uses a qualitative approach focused on in depth interviews, most well suited for a subject for which the understanding is nascent. The interviews were designed based on the secondary literature available on disability.

The questionnaire included four major sections: (1) identification of the PWD (Washington Group on Disability Statistics, 2018), (2) understanding household dynamics and roles, (3) understanding the barriers in farming activities and (4) determining the poverty level based on PPI scoring. To get a firm understanding of the barriers, the questions were broken down to understand (1) access to information, (2) farming activities, (3) access to market, and (4) access to finance. The questions were tailored to the sector, intervention, and activities in the intervention.

6 Roles and Responsibilities

Result Measurement is integrated in the PRISMA management system: it is everybody's job. Sub-sector teams are formed based on commodities, with one team focusing on one commodity across a number of sub-sectors. HoPs/TLs lead a number of sub-sector teams, the teams consist of intervention and sub-sector task leader. Supported by Result Measurement focal. Together, they are responsible to manage and monitor the interventions, but each lead specific tasks. The table below presents a summary overview of the roles and responsibilities.

TABLE XV: ROLES AND RESPONSIBILITIES

Tasks/Outputs	Lead	Support / Advise	Reviewing (Quality Control)	Approving
GSD	Sub-sector team	RM focal	Mentor (HoP / TL / HRML)	GM
Sub-sector review	Sub-sector team	RM focal	Mentor (HoP / TL / HRML)	GM
Intervention Concept Note				
ICN	Sub-sector team	RM focal	Panel (HoP / TL / HRML / DGM / GM / Senior Adviser)	Panel (HoP / TL / HRML / DGM / GM)
ICN – RC	Sub-sector team	RM focal	RM team member who is not sub-sector focal	HRML

Tasks/Outputs	Lead	Support / Advise	Reviewing (Quality Control)	Approving
Intervention Plan				
IP	Sub-sector team	RM focal	Panel (HoP / TL / HRML / DGM / GM / Senior Adviser)	Panel (HoP / TL / HRML / DGM / GM)
IP – RC	Sub-sector team		RM team member who is not sub-sector focal	HRML
Intervention Steering Document (development, major changes)				
Business model	Sub-sector team	-	HoP / TL	HRML
Results chain	Sub-sector team	RM focal	HoP / TL	HRML
Indicators	Sub-sector team	RM focal	HoP / TL	HRML
Projection	Sub-sector team	RM focal	HoP / TL	HRML
Overall MRM strategy	RM focal	Sub-sector team	HoP / TL	HRML
MRM plan	RM focal	Sub-sector team	HoP / TL	HRML
Internal Review				
Sub-sector review	Sub-sector team	RM focal	Mentor (HoP / TL / HRML), Senior Adviser	GM
Collection and documentation of regular monitoring data				
Data collection	Sub-sector team	RM focal	RM focal	-
Data analysis and documentation	Sub-sector team	RM focal	RM focal	-
Research/survey design for impact				
Outsourcing (procuring research firm)	RM focal	Sub-sector team		HoP/TL
Methodology	RM focal	Sub-sector team	HRML	HRML
Questionnaire	RM focal	Sub-sector team	HoP / TL	HRML / RM peer review
Data gathering	RM focal	Sub-sector team	HoP / TL	-
Quality Control (data entry + cleaning)	RM focal	-	HRML	HRML
Data Analysis	RM focal	Sub-sector team	HRML	HRML
Interpretation and Summary on findings	Sub-sector team	RM Focal	HoP / TL	HoP / TL

Tasks/Outputs	Lead	Support / Advise	Reviewing (Quality Control)	Approving
Aggregation and reporting				
Aggregation at Program Level	HRML	RM team HMIS	CQO	GM
Reporting to DFAT	GM	HRML / HoPs / HOF / TL	Senior Adviser Board of Director Palladium Program Representative	DFAT
Special Report (ADR, PAF, etc)	HRML	RM Team HMIS	CQO	GM

In addition to that the table below explain the 4 hierarchy of the Result Measurement team and its own respective tasks and responsibilities.

TABLE XVI: RML TEAM HIERARCHY

Activity	Head of RML	PBC - RML	SBC - RML	BC – RML
Innovation Development	Create, initiate, and support the development of new innovations at program level	Create, initiate, and support the development of new innovations at program level and sub-sector level	Support the development of new innovations at program level. Create, initiate, and support the development of new innovations in the sub-sector level	Support the development of new innovations at program level. Create, initiate, and support the development of new innovations in the sub-sector level
Capacity Development	Oversee the capacity development of the team	Support the HRML in the capacity development of the team	Proactively develop self-capacity	Proactively develop self-capacity
Interventions and Program Management	Review and manage overall program performance	Support HRML in managing the overall program performance. Review sub-sectors when needed. Manage own interventions	Review and manage own interventions	Review and manage own interventions
Reporting	Lead reporting at program level.	Report own interventions performance and support HRML for reporting at program level	Report own interventions performance and contribute to the reporting at program level	Report own interventions performance and contribute to the reporting at program level
Coaching	Coach the team and other staffs when necessary	Coach the SBCs and BCs within the team and other staffs when necessary	Coach the BCs within the team and other staffs when necessary	Coach other staffs when necessary

7 DCED Audit

The Donor Committee for Enterprise Development (DCED) is an organization that is committed to the development and sharing of good practices in private commodity development. It currently has 23 members comprising of bi- and multi-lateral donors and agencies, one of which is DFAT. The DCED has developed a standard known as the DCED Standard for Result Measurement, which provides the guidance on measuring and reporting credible results for private sector development programs/projects.

PRISMA is committed to upholding the DCED Standard and the Result Measurement System and has been developed from the ground up to comply with the Standard. PRISMA will do the DCED audit at least once during its second phase run.

Annex 1. Reporting Protocol

1. INTERVENTION DEVELOPMENT INDICATORS

This category contains the indicators that track PRISMA intervention development, starting from Intervention Ideas, Approved Intervention Concept Note (ICN), Approved Intervention Plan (IP), Contract Signed, and eventually Intervention. Intervention Idea and the Intervention itself are directly created in the PMT. ICN and IP are Power Point Presentations that once approved, are uploaded to the PMT. Contract has a physical form that once signed, is scanned and uploaded to the CM Web. Ensuring that all of the above are uploaded to the system is the responsibilities of the Head of Portfolios. Only those available in the system are reported.

1.1. Projected Intervention Ideas

An intervention idea must contain the following information, estimated when they are going to happen/be reported between the creation day until the end of 2023 with month accuracy:

- ICN presentation date
- IP presentation date
- Contract commencement date
- Number of Accesses
- Number of Users
- Number of Outreaches
- Poverty rate
- Net Attributable Income Increase

This number is reported semesterly. In each reporting occasion, the number is the total Ideas from the remaining semesters until the end of 2023 that haven't been realized into an approved ICN. Each semester, the sub-sector team must update their Intervention Ideas: adding new Ideas, fast-forwarding or postponing existing ideas, adjusting the quantitative indicators of existing Ideas, or removing Ideas when deemed not feasible anymore.

1.2. Number of Approved ICN

An Intervention Idea is developed into an ICN (see Annex - ICN). The ICN is then presented to the CMT to be approved or rejected. Only approved ICNs are counted. The number is reported semesterly. The reported number is the total number of ICNs that have been uploaded to the PMT since Y19S1 up to the time of reporting.

1.3. Number of Approved IP

After the ICN is approved, it can be developed into multiple IPs (see Annex - IP). The IPs are then presented to the CMT to be approved or rejected. Only approved IPs are counted. The number is reported semesterly. The reported number is the total number of IPs uploaded in the PMT since Y19S1 up to the time of reporting.

1.4. Number of Contract Signed

After an IP is approved, the sub-sector team can then start negotiating contract with Private or Public Sector potential partners. One approved IP can be used as the basis of multiple contract. One contract may be signed by more than 2 parties depending on the design. A signed contract may be amended, but it is not counted as a new contract. The number is reported semesterly. The reported number is the cumulative signed contract uploaded to the CM since Y19S1 up to the time of reporting.

1.5. Number of Intervention

One signed contract can act as the basis of several interventions. Each intervention is given a unique code. The number is reported semesterly. The reported number is the cumulative number of interventions created since Y19S1 up to the time of reporting.

2. KEY PERFORMANCE INDICATORS (KPIS)

The KPIs are briefly mentioned in the RML Manual section 2.1. There are 2 types of KPI number that needs to be reported, the actual and the projection. When the ISD is first developed, the team must project the value of each KPI (except for KPI4 and KPI11, which would be explained in section 2.4 and 2.11) that would be reported in each semester until the end of the intervention (not necessarily the end of the contract). The projection doesn't need to have incremental number in each semester, just for the semesters where it would be reported. The most important projection is the projection for the very next reporting occasion as this number can't be revised once the report is submitted to DFAT. During each reporting occasion, the team can adjust the projection for future semesters based on the latest condition of the intervention and disregard all past projections.

Also, during each reporting occasion, the team must update the actual number for each KPI to the ISD. The reported actual number cannot be changed after it is submitted to DFAT. However, we can still correct over/under-reporting from past numbers by adding the correction to the current reporting occasion (which means it is possible to report a negative number). Be reminded when reporting corrections, some indicators would need to be revised as the weighted average between the correction and the new number.

Each RM focal is responsible to update these numbers at least during each reporting occasion in the ISD. The aggregator will then compile all the numbers from the ISDs and do the first level of quality control. After the numbers are checked, they are discounted by overlap to get the final number at program level. The final numbers are then checked by the HRML and the CQO before they are submitted to DFAT.

2.1. KPI1 – Number of smallholder farming households with increased net income attributable to PRISMA interventions (Outreach/Beneficiary)

An outreach means that the household increased its income from the intervened agricultural activity due to PRISMA intervention. However, as each intervention has its own unique activities and business model, during the analysis, the indicator used to determine whether a household qualifies as an outreach may differ from one intervention to another. This indicator is called Key Change Indicator (KCI) and it doesn't necessarily need to be the net income. For example, in irrigation intervention, the key indicator can be the number of farming seasons in a year as the intervention main objective is to enable farmers to farm during dry season (where they weren't able to before). When the farmers increase their farming seasons, we can consider them to be our outreaches as they earn additional income annually from those extra seasons regardless of the actual income value. After the KCI is defined, we calculate the percentage of Users who qualify as Outreaches from the sample taken during the Impact Assessment. Further information on the selection of KCI and calculation method of User to Outreach ratio are available in Annex – Calculation Method.

In addition, there are 2 sub-indicators from KPI1:

- KPI1a – Number of smallholder farming households under USD2.50 PPP poverty line (extreme poverty) with increased net income
- KPI1b – Number of smallholder farming households under USD5.50 PPP poverty line with increased net income

In each intervention, the reported KPI1 is multiplied by the 2.50 PPP rate and 5.50 PPP rate to get the value of KPI1a and KPI1b respectively. The calculation of the poverty rate is explained in Annex - Poverty.

2.2. KPI2 Net attributable additional income for benefitted farming households in IDR

Although not all interventions KCI would be the net income (or net income increase), every impact assessment still needs to gather all the information required to calculate the net income of each respondents in order to report KPI2.

By default, NAIC is stackable. Beneficiaries that are reported now, should naturally experience income increase when comparing to the baseline in future seasons, which means the additional incomes that they get due to PRISMA intervention are repeated. These repetitions are claimable on case by case basis. The stacking of NAIC is further explained in Annex – Calculation Method.

In the ISD, the number that we put is the total NAIC from all outreaches reported in that semester instead of the NAIC per outreach in that semester since the NAIC per outreach needs to be a weighted average from the new outreaches, existing outreaches (in case of stacking), and correction outreaches (if any) which can be trickier to calculate manually.

In addition, there are 2 sub-indicators from KPI2:

- Net attributable addition income for benefitted farming households under USD2.50 PPP poverty line (extreme poverty) in IDR
- Net attributable additional income for benefited farming households under USD5.50 PPP poverty line in IDR.

In each intervention, the reported KPI2 is multiplied by the 2.50 PPP rate and 5.50 PPP rate to get the value of KPI1a and KPI1b respectively. The calculation of the poverty rate is explained in Annex - Poverty.

2.3. KPI3 – Number of intermediary service providers (ISPs) providing additional/improved access to innovation to farmers

ISP is a private individual or entity that provide innovation (product or services) to the farmers directly or indirectly that is part of the business model and doesn't sign a contract with PRISMA. Additional or improved access to innovations can be:

- ISP increase sales quantity on the innovations.
- IPS applies business or marketing strategies induced by PRISMA or its Partners.
- ISP uses its improved knowledge on the innovation due to Partners activities to improve their businesses.

ISPs who are observed doing at least one of the 3 point mentioned above actively/continuously are added to KPI3. Each ISP can only be counted once per intervention. There is no overlap discount for ISPs at the program level.

2.4. KPI4 – WEE effectiveness within PRISMA interventions

This KPI measures how close to the ideal proportion of male and female farmers (based on involvement rate on the intervened activities) is the intervention in targeting male and female farmers for its Access farmers.

$$\text{WEE Effectivenes} = \frac{\text{\% of Female Access Farmer}}{\text{\% of Female Farmers Involvement in the Intervened Agricultural Activity}}$$

This KPI is not projected in the ISD as it is not a growing value or in a different perspective, the target/projection for this KPI is always 1 (ideal proportion). Each semester, KPI4 is updated to the latest value based on the latest impact assessment. KPI4 is also used to determine on of the Systemic Change Progress Indicator. PRISMA has developed the method to acquire % of Female Access Farmer and % of Female

Farmers Involvement in the Intervened Agricultural Activity as part of the impact assessment which is explained in Annex – Calculation Method.

2.5. KPI5 Value of additional turnover of ISPs in IDR

Additional turnover of IPSs comes from additional product sold and/or additional service provided that PRISMA intervened with. This KPI is also stackable on case-by-case basis. The additional turnover can be acquired from the IPSs themselves, or derived from Partners sales, or if the first 2 method are not possible, it can be estimated from farmers average usage of the innovation (which would be taken from the impact assessment).

2.6. KPI6 – Number of intervention partners (private and public sector)

Intervention partners are entities that have signed a contract (MoU or PA) to be part of the business model that PRISMA developed for an intervention. One intervention can have multiple partners and one contract can be signed by multiple partners.

2.7. KPI7 – Value of attributable additional turnover of Private Sector Partner (PSP) in IDR.

This KPI act in the same ways as KPI5. In the simplest way, if all sales from the PSP go to the ISPs first before reaching the farmers, then KPI7 would just be a percentage of KPI5 based on the price difference.

2.8. KPI8 – Value of attributable additional and/or more inclusive investment by public private sector in IDR.

The total investment is the total from PSPs, ISPs, and Farmers. In addition, this KPI is also stackable.

1. PSP Investment **(KPI8a. Value of attributable additional and/or more inclusive investment by public private partners in IDR.)**

Additional investment from PSP occurs when there is additional cost for implementing the new business model (marketing activity, new field staff, etc.) except for the COGS (Cost of Goods Sold) of the promoted products/innovations themselves. Meanwhile, a more inclusive investment occurs when the new business model replaces old costs with new ones, doesn't matter whether they are more or less costly. For example, the new business model changes printed promotional material to digital promotional material, which incurs less cost. The cost to do digital promotional material is a more inclusive investment.

2. ISP Investment

Mostly acts the same way as PSP investment. The cost of purchasing products/innovations from the PSP doesn't count as ISP Investment.

3. Farmers Investment

Farmers Investment is measured during impact assessment. Additional farmers investment occurs when User Farmers' intervened production cost is higher the un-intervened cost. A more inclusive investment incurs when the innovations or product usage replaces the old innovations/products, such as the case of mechanization.

2.9. KPI9 - Number of crowding-in business/institution induced by PRISMA

A crowding-in business are private entity that works in the same area as our partners who enter the market system within PRISMA's area of intervention using similar business model. A crowding-in business/institution should be added to KPI9 even if later it become PRISMA partner for another intervention with the following terms and condition:

1. All achievements (KPIs, etc.) are reported under the original intervention before it is engaged as Partner.
2. All future achievements (KPIs, etc.) as Partner are reported separately in the new intervention with regards to the continuity from the original intervention.

2.10. KPI10 – Number of responding business/institution induced by PRISMA

A respond is a private business individual or entity whose area of work is different from our partner and ISPs who enter the market system within PRISMA's intervention, adding new function and positive impact to the system. Similar to KPI9, a responding business/institution should be added to KPI10 even if it later become PRISMA partner for another intervention with the following terms and condition:

1. All achievements (KPIs, etc.) should be reported under the original intervention before it is engaged as Partner.
2. All future achievements (KPIs, etc.) as Partner should be reported separately in the new intervention with regards to the continuity from the original intervention.

2.11. KPI11 – Number of policy engagement

Number of new policies implemented or improved existing policies as part of the business model which are induced by PRISMA.

3. ADR INDICATOR

3.1. Value of private sector investment leveraged

See section 2.8 - KPI8a.

3.2. Number of poor women and men who adopt new innovation agricultural practices

The User number is multiplied by the household ratio, and then multiplied with the poverty rate to get this number.

3.3. Number of poor women and men (under $2.50 PPP and under $5.50 PPP) with increased incomes

The Outreach number is multiplied by the household ratio, and then multiplied with the poverty rate to get this number.

3.4. Value of additional agricultural production

Additional agricultural production is the attributable revenue increase of the Beneficiaries.

3.5. Number of poor women and men who increase their access to financial services

Applicable for interventions that promote some kind of financial services. This indicator is defined as the number of poor women and men (according to the poverty rate) who directly (with a signed contract, etc.) or indirectly (part of a group) receive the financial service.

4. OTHER INDICATORS

Other than the reported indicators, there are indicators despite not being reported explicitly, are essential to be calculated in order to get to the reported indicators. These indicators would be recorded in the ISD, to be updated every semester.

4.1. Household Ratio

Household ratio is the average number of people, who are 15 years old and older, in a household who contribute towards the agricultural production of that household.

4.2. % of Female Farmers

This indicator indicates how much percentage on average that the people contributing towards the agricultural production in a household are female.

4.3. Access

To promote innovations/products, our partners conduct activities to deliver the information to farmers. Farmers receiving information through these activities are called Access. However, 1 household can only be counted as 1 Access for 1 time only. Multiple individuals from the same household receiving information from multiple activities and occasions can only be counted as 1 Access. Access is divided into 2 types, Primary Access and Systemic Access.

- Primary Access

In an intervention, PRISMA starts by inducing the PSPs and/or ISPs to do activities in order to disseminate information to the farmers, or in other words, gain Access. According to the AAER matrix, we are in the Adopt stage as long as the activities are done within the period of the contract. The Access gained through these activities are called Primary Access.

- Systemic Access

There 3 ways Systemic Access can be acquired:

  - Access that comes from PSPs/ISPs activities that are conducted after the contract ends.
  - Access that comes from activities of crowding-in and responding businesses.
  - Access that comes from Direct Access farmers sharing information with other farmers. This type of Access is also known as Copying Access. Unlike the other Accesses, where there might be some records as reference, Copying Access can only be estimated. The method to estimate Copying Access is explained in Annex - Calculation Method.

5. DIRECT AND INDIRECT

PRISMA is an M4P based program, which mean that it expects to produce impact through systemic change. This kind of impact is categorized as indirect impact. There are 3 indicators that are separated into Direct and Indirect; Beneficiary (KPI1), User, and Access.

A Beneficiary is categorized as Direct when it uses PRISMA's partner product/innovations for the intended commodties and is originated from the area that PRISMA have contribution towards partner's activities conducted there (this area boundary usually follows what is stated in the contract). Any beneficiaries that don't fit with that definition are categorised as Indirect. The Direct and Indirect ratio is then used to extrapolate User's and Access's ratio.

Annex 2. Calculation Method

BACKGROUND

Starting from each impact assessment data until the aggregation for the final reporting, there are a lot of calculation and analysis to be done, to acquire the value of each indicator that needs to be reported. This annex explains the method of analysis and calculation needed for the processes. Not all of these methods are strict guideline that must be followed. Other methods that are not mentioned in this document may be used on case-by-case basis, under the approval of the HRML or CQO

1. USER TO OUTREACH RATIO

Basically, there are 2 methods that PRISMA use to determine this ratio depending on whether the respondents for the un-intervened and intervened condition are the same or different.

1.1. Same Respondent

TABLE II.1: USER TO OUTREACH RATIO - SAME RESPONDENT

Respondent	Before KCI	After KCI	Benefit?
A	1,000,000	1,500,000	Yes
B	1,200,000	1,250,000	Yes
C	500,000	400,000	No
D	-500,000	-300,000	Yes

From the example table above, 3 out of 4 respondents has their KCI after adopting the innovation higher than before adopting the innovation, which means the User to Outreach Ratio is 75%.

1.2. Different Respondent

This condition happens for comparison group analysis or in rare case also BAC analysis. First, we check whether the intervened KCI average is greater than the average of the baseline. If not, the ratio would be 0%. If it is greater, assuming the intervened KCI is normally distributed, we calculate the probability that a respondent would have an intervened KCI less than the cut-off point using the normal distribution formula. The cut-off point is the lowest un-intervened KCI value. The User to Outreach ratio is 1 minus that probability.

TABLE II.2: USER TO OUTREACH RATIO – DIFFERENT RESPONDENT

Intervened Respondent	Before Income	After Income	KCI = NIC	Un-intervened Respondent	Before Income	After Income	KCI = NIC
A	1,000,000	1,300,000	300,000	E	500,000	800,000	300,000
B	1,200,000	1,300,000	100,000	F	800,000	600,000	-200,000
C	500,000	400,000	-100,000	G	-100,000	200,000	300,000
D	-500,000	-300,000	100,000	H	-750,000	-810,000	-60,000
Avg			100,000	Avg			85,000
StDev			141,421	StDev			368,340

From the example table above, the average KCI of the intervened group is higher than the un-intervened, which means we can claim them as our outreach. However, there is a cut-off point which is the lowest KCI value from the un-intervened group, which is -200,000. So, we calculate the proportion of the intervened group that has KCI value higher than -200,000 using the Normal Distribution Formula, which can be done in Excel using the formula "=1 - NORM.DIST(-600000, 100000, 141421, TRUE)". This give us User to Outreach Ratio of 98%.

2. KEY CHANGE INDICATOR

Key Change Indicator is used to determine whether a User becomes an Outreach after comparing the intervened and un-intervened value of that indicator, and after that to determine the amount of income increase for those who becomes Outreaches. As each intervention is unique, the team must determine what is the Key Change Indicator for their Users. Here are some common Key Change Indicators:

- Net Income. This is the default Key Change Indicator as it directly translates to PRISMA's goal. However, this KCI can only be used when the intervened and un-intervened are the same commodities. The income increase is the average difference between the intervened and the un-intervened from Outreach respondents only.
- Net Income Change Percentage. This KCI can be used in control group analysis when the commodity of the treatment and control are not the same. Net Income Change Percentage is the difference between after and before income divided by the net income before. To convert this KCI into income increase value, find the difference between the multiplication of User's net income before with the intervened and un-intervened Net Income Change Percentage.
- Profit to Cost Ratio. This KCI can be used when the commodities of before and after are not the same. The Profit to Cost Ratio is net income divided by total cost. To convert this KCI into income increase value, find the difference between the multiplication of User's current total cost with User's Profit to Cost Ratio before plus the intervened Profit to Cost Ratio change and User's Profit to Cost Ratio before plus the un-intervened Profit to Cost Ratio Change.

The table below illustrate the example usage of the KCIs mentioned above

TABLE II.3: KCI USAGE

User Before	User After	Control Before	Control After	KCI
Maize	Maize	Maize	Maize	Net Income
Maize	Maize	Soybean	Soybean	Net Income Change %
Maize	Soybean	Soybean	Rice	Cost to Profit Ratio

3. NAIC STACKING

As explained in Annex - Reporting Protocol, the NAIC is stackable. Should it be determined that the NAIC of a particular intervention in a particular reporting occasion is stackable, there are 4 ways to stack the NAIC:

1. Multiply the current NAIC per farmer to the current Outreaches and add the previous total NAIC.
   - All previous Outreaches continue using the innovation and benefited from it.
   - Previous Outreaches don't have the same characteristics as the current Outreaches.
2. Multiply the current NAIC per farmer to the sum of current Outreaches and all the previous Outreaches.
   - All previous Outreaches continue using the innovation and benefited from it.
   - Previous Outreaches have the same characteristics as the current Outreaches.
3. Multiply the current NAIC per farmer to the sum of current Outreaches and add a percentage of the previously reported NAIC.
   - From assessment, only some of previous Outreaches continue using the innovation and benefited from it.
   - Previous Outreaches don't have the same characteristics as the current Outreaches.
4. Multiply the current NAIC per farmer to the sum of current Outreaches and all the sustained pervious Outreaches.
   - From assessment, only some of previous Outreaches continue using the innovation and benefited from it.
   - Previous Outreaches have the same characteristics as the current Outreaches.

4. NAIC %

4.1. NAIC % (non-wieghted)

The non-weighted NAIC % is the NAIC per HH divided by Basline per HH. This only applies to the incremental number reported in each semester.

4.2. NAIC % (wighted)

The weighted NAIC % or the cumulative NAIC %, is calculated by doing a weighted average of all the non-weighted NAIC%. The weight for each non-weighted NAIC % is the cumulative number of KPI1 during the semester that non-weighted NAIC% was reported. We are using the assumption of 100% repeat beneficiaries with updated NAIC per HH value happens for each reporting ocasion.

TABLE II.4: NAIC % CALCULATION EXAMPLE

	Season 1	Season 2	Season 3
KPI1 Incremental	100	200	100
KPI1 Cumulative	100	300	400
NAIC per HH	1,000,000	2,000,000	500,000
Baseline per HH	5,000,000	4,000,000	4,000,000
NAIC % (non-weighted)	20%	50%	12.5%
NAIC % (weighted)	20%	43%	28%

5. NAIC ABSOLUTE

PRISMA applies overlap adjustement for KPI1 to prevent the double counting of beneficiary HHs who benefited from more than one PRISMA's interventions. However, in such cases, the NAICs claimed from those interventions are not adjusted. Therefore, the NAIC Absolute is the cumulative NAIC(KPI2) divided by the adjusted cumulative value of KPI1.

6. COPYING ACCESS

Copying Access is farmer who only receive information through sharing from other farmers. This means that Copying Access farmer never receive any information from PSPs/ISPs activities directly. The Copying Access number is estimated from the impact assessment data. In the Access section of the standardized impact assessment questionnaire, each respondent would be asked if they have ever received information from various kind of activities, one of them is sharing from other farmers. Of all the respondents who received information from other farmers sharing, some of them would also receive information directly from the activities conducted by the PSPs/ISPs. The percentage of the respondent who only receive information from farmers sharing is then calculated. This percentage is then multiplied to the average sharing done by the respondent who receive information directly from PSPs/ISPs activities.

7. KPI4 – WEE EFFECTIVENESS WITHIN PRISMA INTERVENTION

$$\text{WEE Effectivenes} = \frac{\text{\% of Female Access Farmer}}{\text{\% of Female Farmers Involvement in the Intervened Agricultural Activity}}$$

According to the formula above, KPI4 requires you to calculate 2 indicators % of Female Access Farmer and % of Female Farmers Involvement. These 2 numbers are calculated from impact assessment data. The standardized impact questionnaire is structured to accommodate the gathering of information required to calculate those 2 indicators. Below is the example of the data that will be acquired from the impact assessment and how to calculate them into the 2 indicators.

6.1. % of Female Access Farmer

In the sequence of Access questions, the response is not a simple 'Yes' or 'No', but headcount of male and female accessed.

TABLE II.5: FEMALE ACCESS %

	Access Method		
	Training	Demo	Sharing
Respondent 1	M : 2 F : 1	M : 0 F : 1	M : 0 F : 1
Respondent 2	M : 1 F : 0	M : 1 F : 1	M : 0 F : 0
Respondent 3	M : 0 F : 0	M : 0 F : 0	M : 0 F : 2

Consider the example table above:

1. There are 9 occasions of Access (number of respondent times number of Access Method)
2. Take out the 3 occasions without any Access (Respondent 2 Sharing, Respondent 3 Training, and Respondent 3 Demo) from the calculation.
3. From the remaining 6 occasions, there are 4 Males accessed and 6 Females accessed. So, the % of Female Access Farmer is 6/10 or 60%.

6.2. % of Female Farmers Involvement in the Intervened Agricultural Activity

For each activity that PRISMA has intervened, the rate is estimated by counting the number of male and female farmers involved in that activity as a weighting to the perceived female involvement rate.

TABLE 4: FEMALE INVOLVEMENT RATE

	Activity 1	Male	Female	Female Involvement	Weighted Rate	Activity 2	Male	Female	Female Involvement	Weighted Rate
Resp 1	Buying Seed	1	1	75%	75%	Planting	1	2	50%	66%
Resp 2	Buying Seed	1	0	0%	0%	Planting	2	1	25%	14%
Resp 3	Buying Seed	1	2	75%%	86%	Planting	2	2	50%	50%

Consider the example table above:

1. Assuming the intervention is about quality seeds, it is decided that there are 2 related agricultural activities, buying seed and planting.
2. For each activity, each respondent is asked the number of male and female involved and the rate involvement of the female. The involvement rate is categorized into 5 options; 0%, 25%, 50%, 75%, and 100%. Then the rate is weighted based on the number of male and female.

3. Each activity will have the same weight between one another. As such, in the example above, the % of Female Farmers Involvement in the Intervened Agricultural Activity is 48.5%.

Systemic Change Progress (SCP) - Curve

1. Background: Objective and Concept

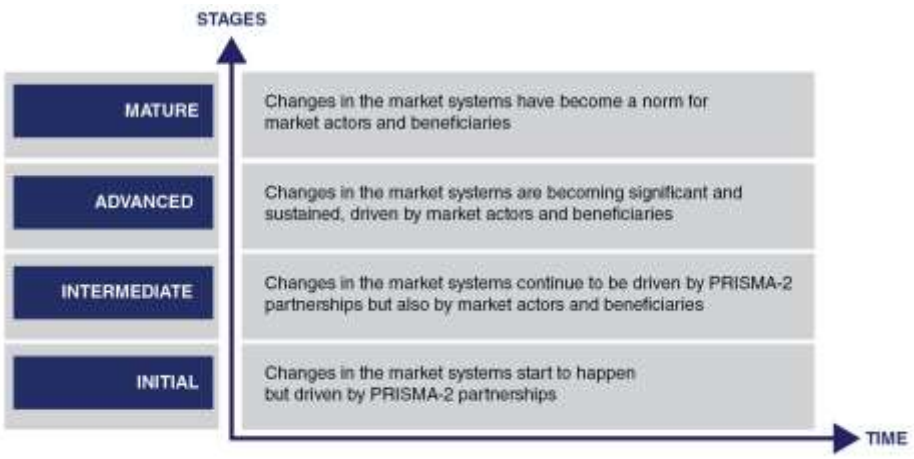
Following its strategy to target higher-level systemic change, PRISMA plans to measure and report progress on achieving systemic change within the targeted market systems. DCED defines systemic change as having four key components: scale, sustainability, inclusiveness and resilience. PRISMA already has a set of KPI to measure these key components. However, a specified measurement tool is required to record and portray program level progress towards systemic change. In addition to that, it is also required to supplement systemic change pathways to improve interventions.

FIGURE 1: FOUR KEY COMPONENTS OF SYSTEMIC CHANGE

Systemic Change Progress (SCP) is a measurement tool to assess intervention outcome in those four key components. Both quantitative and qualitative indicators are selected to determine the level of systemic change for each intervention, giving a score which is aggregated at sub-sector level. This score will represent the systemic change level of a sub-sector targeting a specific market system, which will be recorded in the systemic change curve.

The systemic change curve is intended to demonstrate the progress of a sub-sector moving forwards within four stages of introducing innovation to a market system. Broad definitions of these stages are illustrated in the vertical axis of the figure below. PRISMA will track progress over time (horizontal axis) and expects most of the sectors move from initial to higher level stages. The Market Development Facility (MDF), another flagship DFAT MSD program operating in five countries in Asia and the Pacific (also managed by Palladium and Swiss contact) has recently introduced this framework to measure and track systemic change.

FIGURE 2: FOUR STAGES OF SYSTEMIC CHANGE



The SCP itself is a rubric which incorporates 15 indicators, selected as the outcome from each key component of systemic change, as detailed in Annex 1. There are 10 quantitative indicators and 5 qualitative indicators, which will be evaluated using score 1 (lowest) to 4 (highest). This score

representing each stage of systemic change, moving from initial to mature stage. For quantitative indicator, the score is defined by taking stocktake of the results during first phase. While for the qualitative indicator, Adopt-Adapt-Expand-Respond (AAER) model is being used as the framework to define the score. The SCP rubric also applies different weight for each indicator to consider its significance contributing to systemic change. Quantitative indicator such as outreach compared to total potential farm HH number, ratio systemic change outreach against direct outreach, and investment leverage, are measured with more weight, 80% of the total score. Meanwhile, qualitative indicator such as responsiveness by the regulatory body and supporting function actors, readiness of the business to withstand shocks, and ability of the adopters to absorb shocks are weighted 20% of the total score. This weighting calculation follows the initial purpose of SCP, to assess progress based on results or outcome targeting systemic change.

The development of the SCP rubric has proceeded a series of review and refinement process, involving both implementation and management team. The initial indicators were proposed in December 2018 to the management team and DFAT, which then reviewed by the implementation team including RML. A trial has been conducted to 18 sub-sectors to check the feasibility of the indicator, specifically to confirm the accuracy for each score capturing the outcome for each indicator. In addition to that, the trial was intended to evaluate and specify systemic change level brought from first phase of AIP-RURAL. The result was then utilized as the basis to propose the systemic change trajectory.

The SCP trajectory was developed to evaluate, then pursue higher level of systemic change for each sub-sector. At program level, aggregated-score from SCP indicators will be projected to define pathway of the systemic change progress semi-annually up until end of 2023. With the assumption that most sub-sectors are at initial stage at the beginning of second phase, the progress will follow the "S-curve". By the end of 2023, majority of the sub-sector will be projected at intermediate and advanced, while few sub-sectors are expected to achieve mature stage. A thorough illustration on developing the SCP trajectory is discussed on the following section.

2. Analysis of The Pilot

a. Sectors selection and overall PRISMA SC current score / state.

In Y19S1, 18 sub-sectors have been tested using SCP indicators and rubrics. Those sub-sectors are sectors that carried forward to second phase. Sub-sectors that worked in CJ are excluded from the piloting.

Based on those 18 sub-sectors, overall PRISMA Systemic Change state is at "*Initial*" stage with 173 score. Since SCP has 4 different stages, threshold-scores are decided to classify every stage. Under or equal score 200 is categorized as "*initial*", more than 200-300 is categorized as "*intermediate*", more than 300-350 is categorized as "*advanced*", and the rest is categorized as "*mature*". Figure below illustrates PRISMA average score per indicator compared with its full point.

FIGURE 3: DETAILS OF PRISMA SYSTEMIC CHANGE INDICATOR SCORE

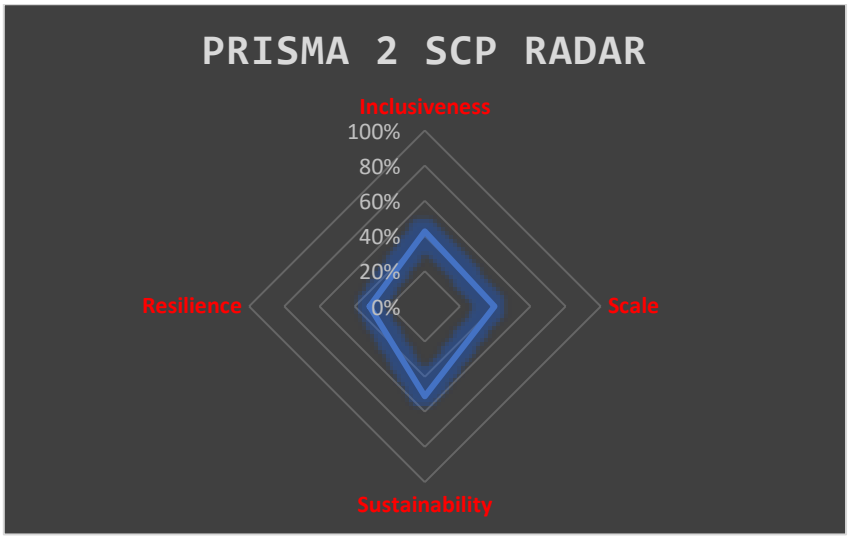
Topic	Indicator No.	Full Point	Average	
PPI	1	12	9	74%
Gender	2	20	8	39%
	3	8	0	6%
Diffusion of innovation	4	80	32	40%
Natural spread/growth	5	80	31	39%
Embodiment of innovation	6	40	24	61%
Investment Leverage	7	40	21	53%
Farmer's Return on Investment	8	32	18	56%
Farmers perception to economic benefit	9	40	14	36%
Responsiveness and receptiveness by the regulatory body (GoI)	10	20	8	38%
Responsiveness and receptiveness by the non-competing players to the new business model in the sub-sector	11	8	4	47%
Environment	12	4	0	4%
	13	8	0	6%
Ability of the adopters to absorb shocks	14	8	3	40%
		400	173	
			Initial	

During the pilot, there are two categories that cannot be measured due to limited information of the data, Gender (on WEE effectiveness) and environment (two indicators). The penetration rate (as indicated % in the left side) represents current state to its total point for each indicator. There 4 are indicators that has a penetration rate more than 50% (PPI, Embodiment of innovation, Investment leverage, and farmer's ROI), showing that PRISMA moving ahead to achieve intermediate to advance on that certain indicators. Meanwhile, two indicators on outreach category (ratios outreach to farmer population; and systemic outreach to direct outreach), which has the highest proportion of the total score, are remain below 40%. It reflects that there's an opportunity for PRISMA continues to support the sub-sector.

Analysis on four key components of systemic change, overall PRISMA are still scored below 50%, except for sustainability at 51%. According to figure X below, PRISMA is capable to self-assess its strength and weakness against those four key components. It is necessary for PRISMA to improve its strategy and implementation on resilience, starting from farmer level, to government or regulatory body.

FIGURE 4: PRISMA PERFORMANCE ON FOUR KEY COMPONENTS OF SYSTEMIC CHANGE

Category	Radar
Inclusiveness	43%
Scale	40%
Sustainability	51%
Resilience	31%



b. PRISMA sub-sectors analysis and example: Maize NTT and PIG NTT.

SCP also can be shown in sub-sector view to compare all sub-sectors score in different stage. In Y19S1 out of 18 sub-sectors, there are 12 sub-sectors in "*initial*" and 6 in "*intermediate*" stage. Figure X below illustrates that in beginning of PRISMA 2, most of sub-sectors in PRISMA fall in "*initial*" and "*intermediate*" stage. Pictures below show the detail of those 12 sub-sectors that are in "*initial*" stage and 6 sub-sectors that are in "*intermediate*" stage.

FIGURE 5: SCP STAGES FOR 18 SUB-SECTORS IN Y19S1

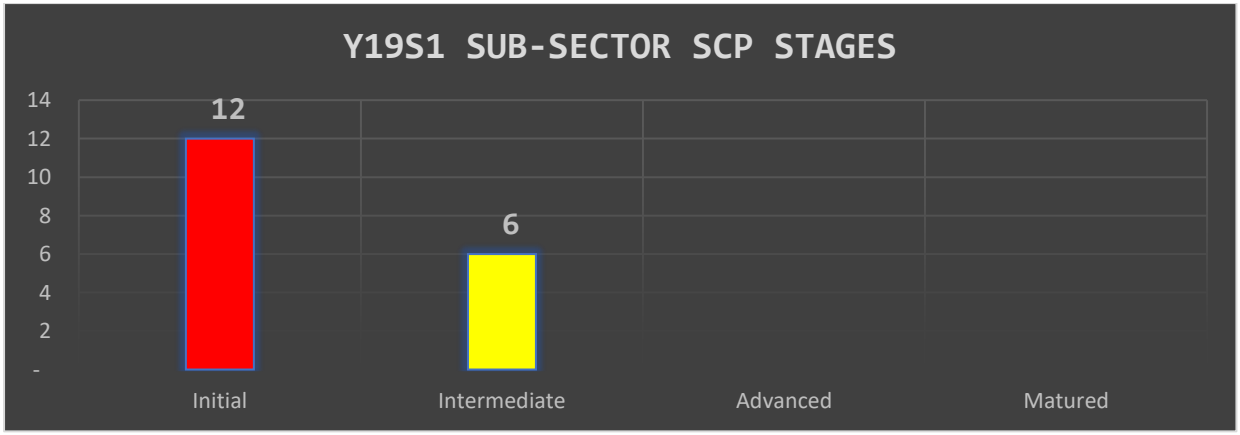
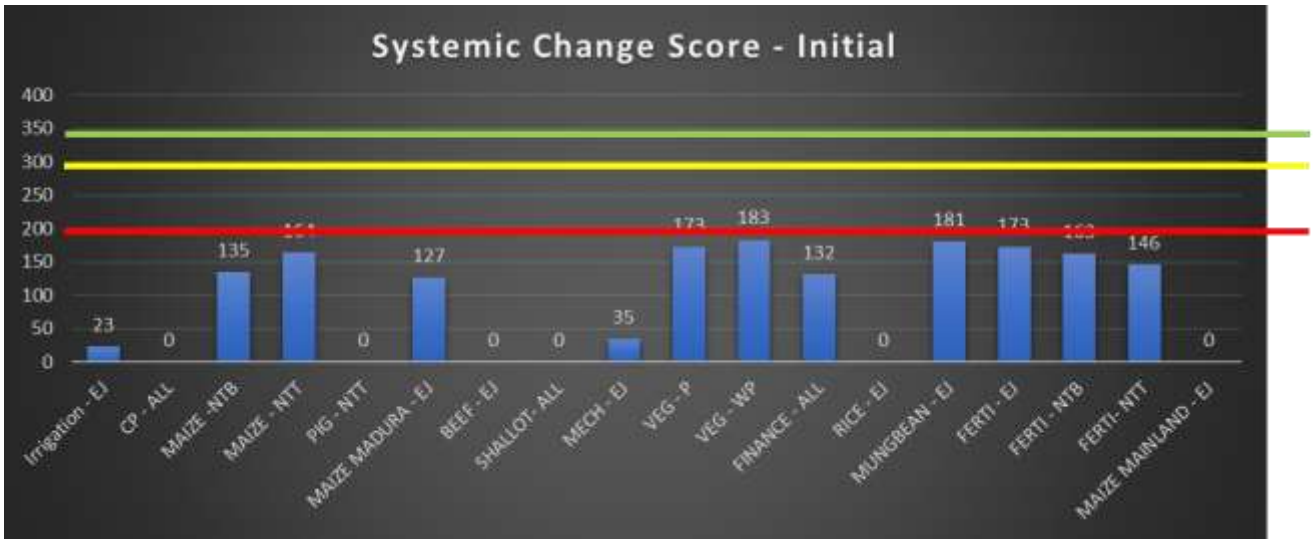
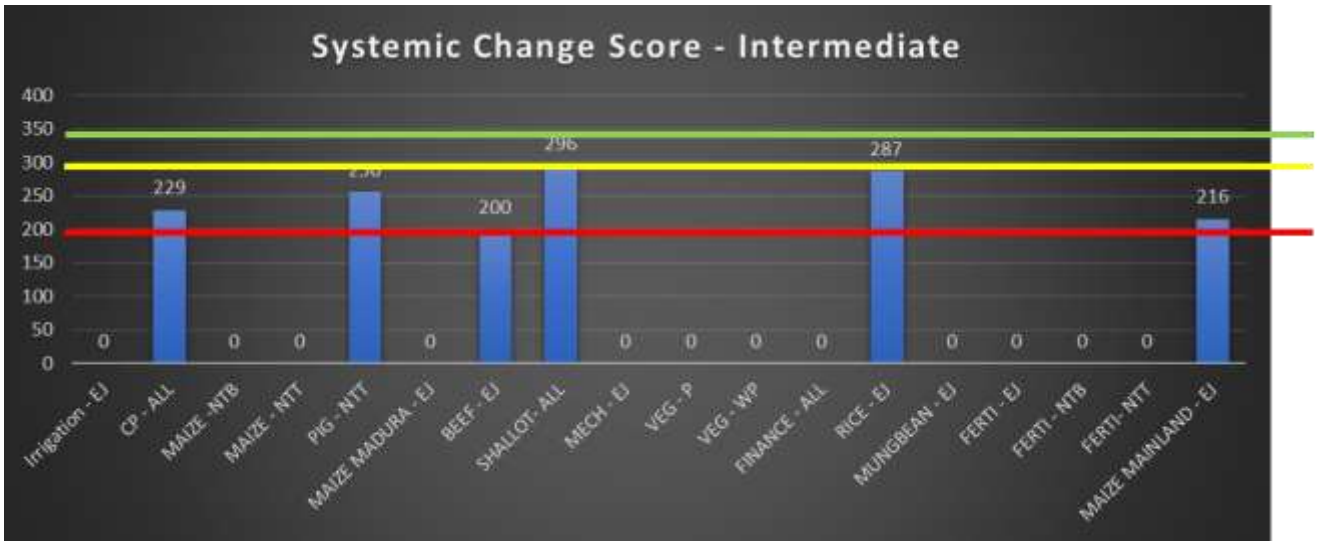


FIGURE 6: LIST OF SUB-SECTORS IN “INITIAL” AND “INTERMEDIATE” STAGE





SCP can also be used to analyse sub-sector outcome on systemic change level, it provides improvement target for each indicator. Example is Maize NTT is in “*initial*” stage with 164 SCP score. From the radar, maize team learns that they need to improve in inclusiveness (35%), resilience (33%), and Sustainability (36%). On the other hand, maize team can also realize that they have achieved 50% in scale component. Radar (as illustrated in Figure 6 below) is a basis for sector team to know their strength, weakness and opportunity to improve, thus will give them direction to achieve systemic change.

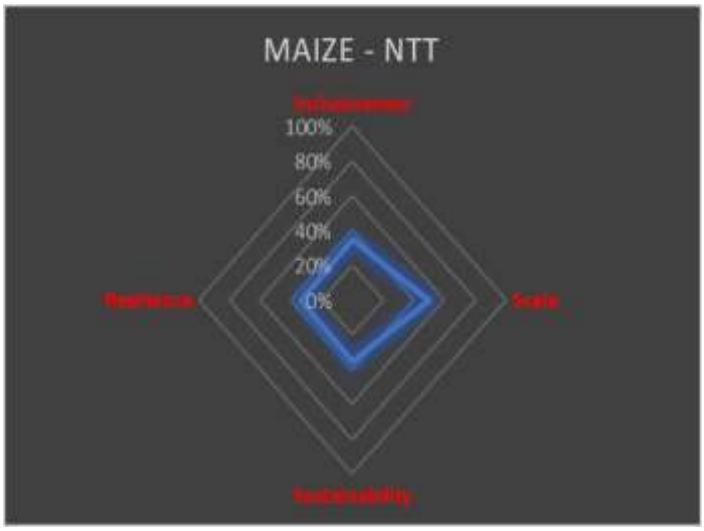
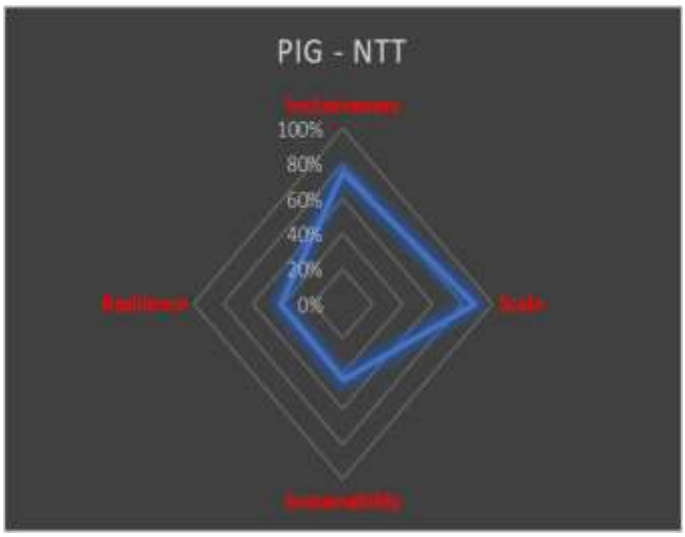


FIGURE 7: MAIZE NTT PERFORMANCE ON FOUR KEY COMPONENTS OF SYSTEMIC CHANGE

FIGURE 8: PIG NTT PERFORMANCE ON FOUR KEY COMPONENTS OF SYSTEMIC CHANGE



On other sub-sector, Pig NTT lies in "*Intermediate*" stage with 256 SCP score. From the radar, Pig team realized that they have achieved higher outcome on Inclusiveness (75%) and scale (88%). Based on that, they need to evaluate and re-arrange their strategy to achieve more on resilience (42%) and sustainability (43%).

For detailed analysis on each indicator, figure 8 below shows every indicator in each key component. In Pig NTT case, pig team can reconsider why they scored low in Sustainability pillar. Based on indicators in sustainability pillar, Embodiment of innovation, investment leverage, Farmers ROI, and farmer satisfaction are still weak. It is reflected that out of 4 indicators in sustainability pillar, 3 are still in intermediate stage and 1 is in initial stage. Based on this information, pig team can take a look back on partner and farmers performance on sustainability.

FIGURE 9: DETAILS OF PIG NTT SYSTEMIC CHANGE INDICATOR SCORE

Sub-Sector:	Pillars	Indicator No.	Score	Point	Full Point		
PIG - NTT	Inclusiveness	1	3	9	12	75%	Advanced
		2	3	15	20	75%	Advanced
		3	3	6	8	75%	Advanced
	Scale	4	3	60	80	75%	Advanced
		5	4	80	80	100%	Matured
	Sustainability	6	2	20	40	50%	Intermediate
		7	2	20	40	50%	Intermediate
		8	2	16	32	50%	Intermediate
		9	1	10	40	25%	Initial
	Resilience	10	2	10	20	50%	Intermediate
		11	3	6	8	75%	Advanced
		12	0	0	4	0%	Initial
		13	0	0	8	0%	Initial
		14	2	4	8	50%	Intermediate
				256			
				Intermediate			

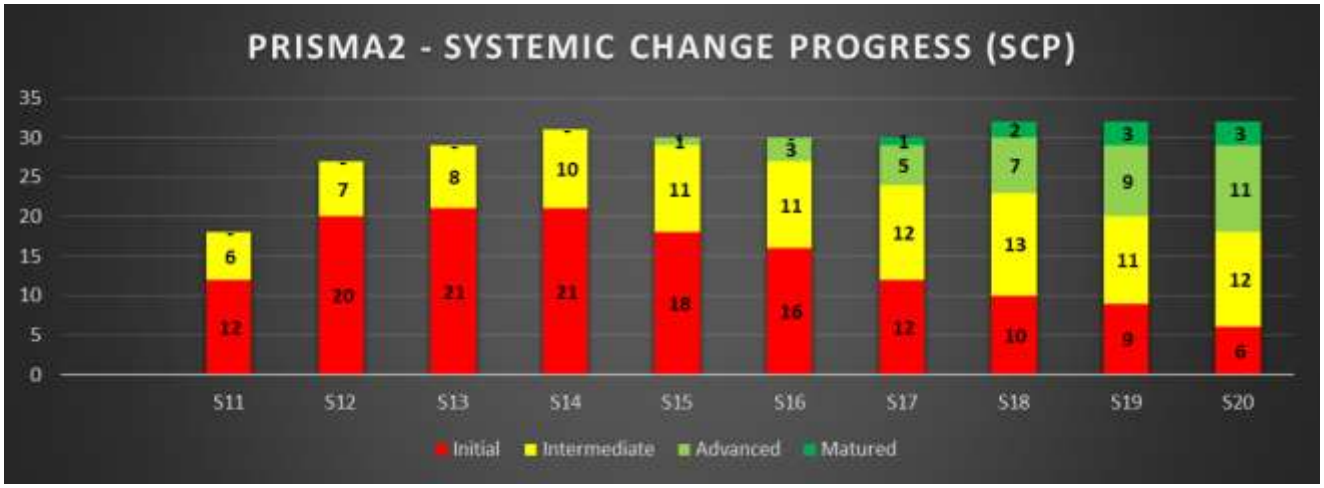
3. Developing the trajectory curve: (1) PRISMA Systemic Change Score Curve, (2) Sub-Sector Distribution trajectory curve, and (3) Positive Change Trajectory Curve.

The initial vision is to make an average PRISMA Systemic Change score trajectory. A problem might arise when every semester new sub-sector is developed and automatically become "*initial*" stage. This new sub-sector will drag down the average PRISMA Systemic Change score. Thus, PRISMA Systemic Change score will not showing any progress. To overcome this weakness, distribution trajectory was developed.

Distribution trajectory is developed to illustrate the proportion of sub-sector at each systemic change stage from semester 11 to semester 20, rather than present one single point every semester. At the end of PRISMA 2, PRISMA as a program will have its sub-sectors distributed across different systemic change stages, less "*initial*", more "*intermediate*" and "*advanced*", and a few "*matured*" sub-sectors.

FIGURE 10: PRISMA SUB-SECTOR DISTRIBUTION TRAJECTORY CURVE

	S11	S12	S13	S14	S15	S16	S17	S18	S19	S20
Initial	12	20	21	21	18	16	12	10	9	6
Intermediate	6	7	8	10	11	11	12	13	11	12
Advanced	-	-	-	-	1	3	5	7	9	11
Matured	-	-	-	-	-	-	1	2	3	3
	18	**27**	**29**	**31**	**30**	**30**	**30**	**32**	**32**	**32**



Based on distribution trajectory above, Positive Change curve was developed, which is counting how many times PRISMA sub-sector "*promote*" to next stage. This curve present one single point every semester and is not affected by new sub-sector thus give PRISMA more concrete trajectory and target.

FIGURE 11: PRISMA POSITIVE CHANGE TRAJECTORY CURVE

	S11	S12	S13	S14	S15	S16	S17	S18	S19	S20
Positive Change - Incremental	-	1	1	2	2	2	4	4	3	3
Positive Change - Cummulative	-	1	2	4	6	8	12	16	19	22

Each curve has its Pros and Cons that need to be considered. Since PRISMA has a learning culture and try to overcome each curve weaknesses, 3 curves are provided as PRISMA trajectory curve. To make it easier for decision maker to choose which curve is the most suitable, Table 1 below provides Pros and Cons for every curve.

TABLE 1: PROS AND CONS FOR EVERY CURVE

Curve type	Pros	Cons
Average score	- Easy to understand to describe the overall systemic change level of PRISMA.	- Will not be able to capture the dynamic of a new intervention, graph will remain flat. - Since the average score is fluctuating, it is not feasible using this graph as trajectory or target.
Distribution	- Clear illustration of all sub-sector in PRISMA and composition for each systemic change stage.	- Due to the composition of the sub-sector might change over the years, it is not suitable to define a target for each semester using this graph. - Limited in capturing and producing single number to be used as a target for each semester.
Positive Change	- Produce single number which can be used to track over the period (semi-annually) and to define target for each semester.	- Since it only captures the progress as a "change" number, it is unable to illustrate the overall state of PRISMA systemic change level.

4. Going Forward: How and When to Use It

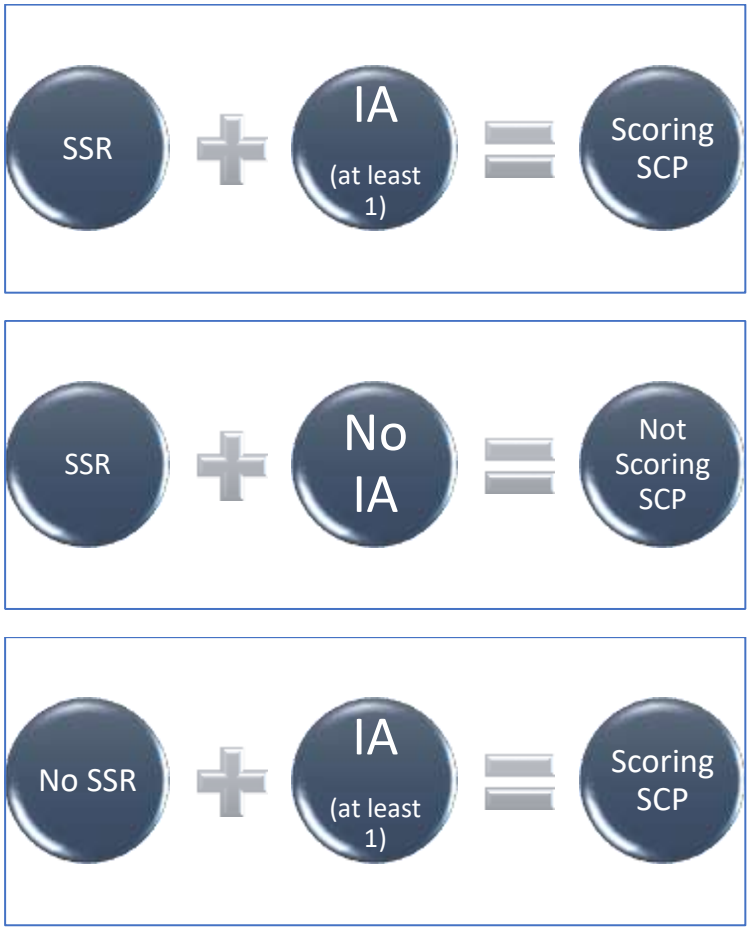
SCP will be scored for each intervention and then aggregated to sub-sector level, following the Sub-Sector Review (SSR) period. Since most of the indicator are result-based information, the operation will be performed through integrated Portfolio Management Tools (PMT), allowing seamless and efficient process. For analysis and interpretation of the systemic change stage, SCP will be aggregated at sub-sector level, allowing team to evaluate and tailoring new intervention of its sub-sector.

Rule of thumb in setting the boundaries is sub-sector (Sector and Province). But RM focal, panel, and sector team can agree on their own system boundaries (larger or smaller) only if they have enough justification. The justification will be presented in IP. Panels will approve or decline the justification on the system boundaries during IP presentation. Sector that consists of multiple sub-sectors, example is Crop Protection EJ, NTT, and NTB counts as 3 sub-sectors.

SCP is integrated as a part of QMT. Since most of the indicator for QMT and SCP are overlapping, SCP is integrated as a part of QMT. This integration makes easier for sector team and/or panel to fill their score. Sector team and/or panel only has to fill qualitative indicators since with help of integrated Portfolio Management Tools (PMT), quantitative indicators will be extracted from last updated ISD (means it only counts actual data not projection data). Thus, create incentives for updating the ISD at least before the SSR or before SCP will be scored. Data collection plan for qualitative indicators are available in Annex 2.

At least 1 (one) Impact Assessment (IA) is needed to score SCP. Most of the indicator for SCP only can be filled once IA is done thus scoring SCP before IA is conducted is not feasible. The rules for scoring SCP are based on IA not based on if there is SSR in that period or not as described in figure 12.

FIGURE 12: WHEN TO SCORE THE SCP



Annex 1. List of Indicators and Rubrics

Category	Topic	Indicator	Data Collection / Calculation Method	Data Collection	Source	% Weighting	(1)	(2)	(3)	(4)
Inclusiveness	PPI	Poverty Probability Index (PPI) score	PPI $ 2.5 PPP	System	ISD	5	< 40%	40% - 55%	56% - 70%	> 70%
	Gender	WEE Impact	Observation or Report	System	ISD	9	None WEE indicator has >50%	1 WEE indicator has >50%	1 WEE Indicator get >80%, another one gets >50%	2 WEE Indicators have >80%, another one gets >50%
		Deviation from the optimal level of gender inclusiveness	|100% - KPI 4|	System	KPI in ISD	4	> 40%	26%-40%	11%-25%	<10%
Scale	Diffusion of innovation	Proportion of total farmers benefitted to potential farmers in the sub-sector	% (Number of farmers benefitting ÷ potential farmers in the sub-sector)	System	ISD	18	≤ 2%	> 2% - 9%	> 9% - 16%	> 16%
	Natural spread/growth	Ratio of beneficiaries as a result of systemic change against direct beneficiaries	Ratio impact from systemic change farmers ÷ direct farmers	System	ISD	18	≤ 0.33	> 0.33 - 0.67	> 0.67 - 1	> 1
Sustainability	Embodiment of innovation	Perception of the partner in taking the ownership of the new innovation introduced	Partner Statement / Interview	Input	QMT/SC	8	Primary service provider adopt the innovative business model	Primary service provider improvise or modify the planned business model and increase their performance	Another similar service provider has entered and replicated the innovative business model regardless of initial primary service provider performance	The innovative business model has been widely adopted and/or become norm in the market system
	Investment Leverage	Proportion of partner's attributable investment against PRISMA investment at direct intervention cost	Private & Public Sector Investment (Farmers included)/Direct Intervention Cost	System	ISD	8	< 0.5	0.5-0.75	0.75 - 1	> 1
	Farmer's Return on Investment	Farmer's Return on Investment	NAIC : Additional Cost	System	ISD	7	1	1-2	2-3	>3
	Farmers perception in continuing the innovation	Farmers satisfaction in using the innovation	Farmer Survey (IA)	System	ISD	8	0-1 Not Satisfied	1-2 Mildly Satisfied	2-3 Satisfied	3-4 Highly Satisfied
Resilience	Responsiveness and receptiveness by the regulatory body (GoI)	Responsiveness and receptiveness by the regulatory body (GoI) to the new business model in the sub-sector	Observation or Report	Input	QMT/SC	3	The regulatory stakeholders having relevant incentive in supporting the new business model are identified	The regulatory stakeholders have responded to support the new business model	The regulatory stakeholders initiate policy adjustment to support the new business model	A new policy is developed to support the new business model in the market system
	Responsiveness and receptiveness by the non-competing players to the new business model in the sub-sector	Responsiveness and receptiveness by the non-competing (Supporting Function) players to the new business model in the sb-sector	Observation	Input	QMT/SC	3	Identification of the potential / required supporting function actor is conducted	Direct or indirect engagement to the supporting function actor is conducted to support the business model	Complementary service and service providers or actors take roles in the business model	The new supporting services are become widely available in the sector
	Environment	Presence of Negative Impact Toward the Environment	Environmental Smart Checklist in ISD	System	ISD	1	Very High	High	Medium	Low
		Presence of Positive Impact Toward the Environment and Climate Smart Agriculture Practices	Environmental Smart Checklist in ISD	System	ISD	2	0 (nothing)	1	2	3 or more
	Ability of the business to absorb shocks	Readiness of the business to withstand adverse incidents or shocks	Observation / partner interviews	Input	QMT/SC	3	Threat and risk of the business have been identified, analyzed and documented	Recovery plan has been developed and communicated to the market actor	Core market actor / adopter have increased capacity with or without PRISMA's support to absorb the adverse incidents or shocks.	Core market actor involves government and/or supporting function actors to withstand the adverse incidents/shocks
	Ability of the adopters to absorb shocks	Ability of the adopters to absorb shocks	Observation/partner interviews	Input	QMT/SC	3	Additional Products or Services for the farmer to access the new similar service is identified	Adopters have increased capacity by accessing the additional products or similar service that available in the market	Redundancy in multiple buyer, seller, and service provider is happening and identified	Farmers have the bargaining power to choose among additional products or similar services in the market
			Total			**100**				

Annex 2. Qualitative Monitoring Plan

Category	Topic	Indicator	Data Collection Method	Information Source	Type of Information	Data collection period	Type of Evidence	Source	Who
Sustainability	Embodiment of innovation	Perception of the partner in taking the ownership of the new innovation introduced	Partner Statement / Interview	Partner and/or other collaborating market actors	- Opinion and reason from partner in doing collaboration with other market actor - Presence or continuation of new collaboration between partner with other market actor - Presence of economic incentives from collaboration between partner with other market actor	After innovation or business model is applied, preferrably before impact assessment is conducted	Written Document of the "indicator"	QMT/SC	Sector / Implementation Team
Resilience	Responsiveness and receptiveness by the regulatory body (GoI)	Responsiveness and receptiveness by the regulatory body (GoI) to the new business model in the sub-sector	Observation or Report		-Type/description of the "engagement" and actor - description of the impact and scale of the engagement			QMT/SC	
	Responsiveness and receptiveness by the non-competing players to the new business model in the sub-sector	Responsiveness and receptiveness by the non-competing (Supporting Function) players to the new business model in the sb-sector	Observation		-Type/description of the required supporting function actor within the market system - Description of the "engagement" to the supporting function actor - Description of the supporting function actor's Involvement and roles in the business model			QMT/SC	
	Ability of the business to absorb shocks	Readiness of the business to withstand adverse incidents or shocks	Observation / partner interviews		- Documentation of the threat, risk, and recovery plan of the business or the business model - Market actor responses and capacity to the potential shocks - Involvement of other actor to response shocks in the business	After innovation or business model is applied, continuous monitoring in case of emerging incidence to observe the responses		QMT/SC	
	Ability of the adopters to absorb shocks	Ability of the adopters to absorb shocks	Observation	Farmers, Partner and/or other collaborating market actors	- Identification of the additional similar products or service - Farmer's willingness and ability to access and buy the similar products or service - Number of active buyer, or provider of the similar products or services			QMT/SC	