

Practitioner Brief

# Conducting Sector Strategy Review Meetings



*Adaptive management is an essential part of market systems development programming. Sector strategy review meetings are currently in use in many successful programs as an internal, team-based approach to adaptive management. This brief provides guidance on how to effectively prepare for and conduct a sector strategy review meeting that uses monitoring information to make evidence-based decisions on programme management.*

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# Acronyms

<b>DCED</b>	Donor Committee for Enterprise Development
<b>GAP</b>	Good Agricultural Practices
<b>GPH</b>	Good Post-harvest Handling
<b>MRM</b>	Monitoring and Results Measurement
<b>MSD</b>	Market System Development
<b>TVET</b>	Technical and Vocational Education and Training

# 1 Introduction

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Market systems are complex and dynamic. Rapid shifts in consumer preferences, technological advancement as well as changes in political landscapes and other competitive forces can lead to shifts in opportunities and critical constraints. Coupled with the complex nature of markets, static and rigid management approaches have proven to be ineffective in managing market system development programmes.

The effective management of programmes in complex settings should involve flexibility and built-in feedback loops providing relevant and updated information. Managers can then analyse and learn from experience as well as identify critical changes in the system. This cycle will enable the effective adjustment of programme strategies, interventions and resource allocation.

To operationalise this approach, two basic elements have to be in place:

1. An effective monitoring and results measurement system that can provide timely and reasonably accurate information on results at both the intervention and strategy levels<sup>1</sup>.
2. An effective mechanism to analyse findings and use them to make decisions.

The information generated from the monitoring and results measurement (MRM) system is used to analyse:

- How are the interventions and strategies going?
- What works well and what does not? Why?

This analysis forms the basis of the programme's next steps. Improving decision-making processes enhances a programme's ability to navigate complex systems, respond quickly to rapid changes, learn from experience and ultimately maximise sustainable results.

Experience from MSD programmes has shown that internal 'review meetings' are an effective mechanism for analysing findings and using them to make decisions.

This brief provides advice on how to plan for and conduct sector review meetings based on programme experience. It is accompanied by a template that can be used to regularly organise MRM information in preparation for review meetings. The brief and the template provide examples from the PRISMA<sup>2</sup> programme's work in the maize sector in Indonesia to illustrate how to prepare for, and conduct, an effective review meeting.

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<sup>1</sup> For good practices in results measurement, please see [the DCED Standard](#). For guidance on assessing system change please see ["A Pragmatic Approach to Assessing System Change"](#) and ["Operationalising System Change Assessment"](#) (Miehlbradt & Wanitphon, 2024).

<sup>2</sup> For more information, please see the [PRISMA website](#).

## 2 Types of Review Meetings

Although progress reviews can happen informally through regular interactions among team members, programme experience has shown that formal review meetings on a fixed schedule are both very effective and necessary. Formal review processes help teams to systematically review intervention and system strategies and make informed decisions based on facts and lessons learnt.

For a multi-sector/system programme, as seen in Figure 1, there are different levels of feedback loops/review mechanisms:

### Intervention level

This is the first level. The analysis focuses on how interventions are going and what actions should be taken to improve implementation – such as make an adjustment to, or drop each intervention. The analysis at this level feeds into the sector level review.

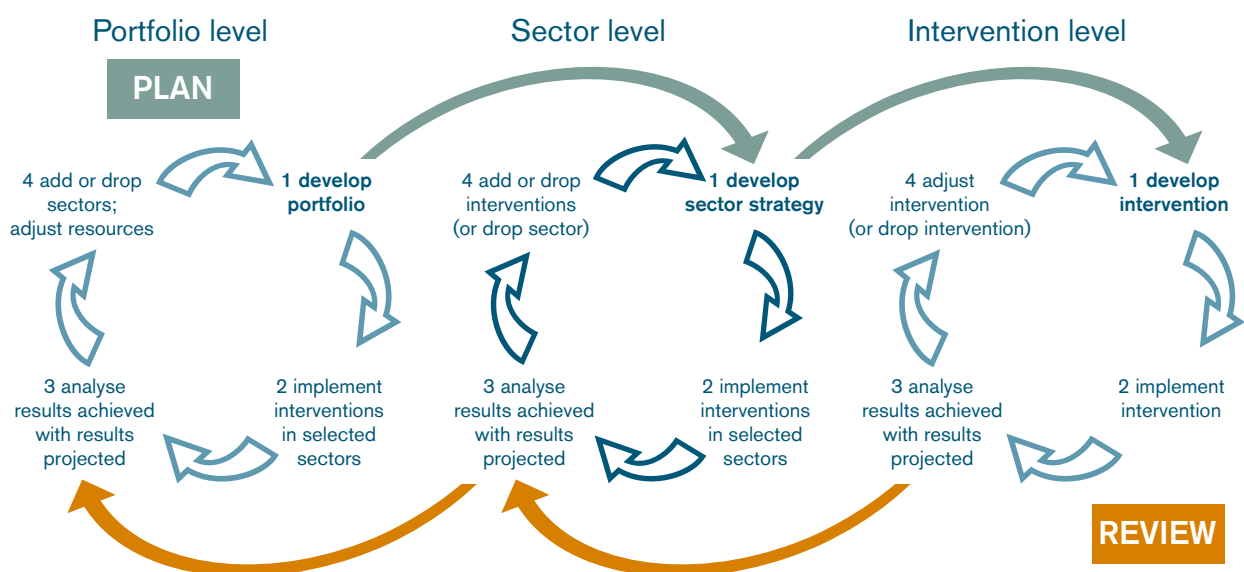
### Sector level

In this second level, the focus is on the sector/system strategies and adjustments needed to improve them. The analysis at the sector level feeds into the portfolio review process.

### Portfolio level

In this process the focus is on adjustments to the composition of sectors/systems within the programme, as well as to their resource allocation.

Figure 1: The Review Cycles<sup>3</sup>



<sup>3</sup> From: Results Measurement for Sustainable Private Sector Development Training, Hans Posthumus Consultancy (HPC).

Table 1 summarises the key differences in conducting the intervention, sector and portfolio review meetings.

Table 1: Type of Review Meetings

	Intervention	Sector/System <sup>4</sup>	Portfolio
<b>Focus</b>	Market dynamics and selected interventions in a sector/system	Market dynamics, sector/system strategy and all interventions in that sector/system	Overall portfolio of sectors in the programme
<b>Key Discussion Points</b>	<ul style="list-style-type: none"> <li>▪ Facts: What is happening related to each intervention?</li> <li>▪ Analysis: How is each intervention going?</li> <li>▪ Decisions: What should we do next in each intervention reviewed?</li> <li>▪ Learning: What have we learnt? How will we apply it?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facts: What is happening in the sector?</li> <li>▪ Analysis: How is the sector strategy going?</li> <li>▪ Decisions: What should we do next in our sector strategy?</li> <li>▪ Learning: What have we learnt? How will we apply it?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facts: What is happening in the economy related to the sectors the programme is working in?</li> <li>▪ Analysis: How is the portfolio going?</li> <li>▪ Decisions: What should we do next in our portfolio?</li> <li>▪ Learning: What have we learnt? How will we apply it?</li> </ul>
<b>Key Decisions</b>	<ul style="list-style-type: none"> <li>▪ Continue, expand, modify or drop each intervention.</li> <li>▪ How to improve each intervention, as appropriate.</li> <li>▪ Additional info needed; plan to get it.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adjustment to sector strategy, if appropriate.</li> <li>▪ Continue, expand, adjust, drop or add interventions.</li> <li>▪ Additional information needed; plan to get it.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adjustment to the portfolio: continue, adjust, drop or add new sectors.</li> <li>▪ Prioritisation and resources allocation among the sectors.</li> <li>▪ Additional information needed; plan to get it.</li> </ul>

<sup>4</sup> MSD programmes normally target distinct sub-segments of an economy. Some programmes ( e.g. agricultural programmes) target different economic sectors e.g. maize, forestry or aquaculture. In this case, the sector refers to a distinct segment of an economy characterised by specific types of economic activity or products/services. Other programmes target a different system within an economy e.g. the health or TVET system within a particular area of a country. In this case, the system refers to an interconnected network of institutions, policies, resources, and actors involved in delivering particular services.

## 3 Preparation for a Sector Review Meeting

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The main objectives of a sector/system review meeting are to review the key changes in the sector/system and review the sector/system strategy. Hence, by nature, this type of review will happen less frequently than intervention reviews.

Key considerations when planning for sector review meetings are:

- **Objectives:** To review the strategy and all interventions within a particular sector, considering key changes and results achieved to date.
- **Frequency:** Depending on the dynamics of the sector/system being reviewed, this type of review meeting is normally organised semi-annually or annually.
- **Duration:** Depending on the stage of implementation and number of interventions within the sector/system, it will usually take half a day, or one full day per sector, to thoroughly review and update the strategy.
- **Participants:** To include both the implementation and MRM teams. The meetings are usually chaired by the sector/system manager or the team leader.

For the effective conduct of meetings, a facilitator and a reporter should also be assigned. These roles can be rotated within the team. The roles and responsibilities of each member should also be clearly defined. Table 2 provides an example of assigned roles and responsibilities for a typical MSD project.



Table 2: Roles and Responsibilities of Participants in Review Meetings

Role	Tasks
<b>Facilitator</b>	Prior to the meeting, the facilitator is responsible for scheduling the meeting, identifying the discussion points to be covered in the meeting, and allocating participants to conduct preliminary analyses of findings and present suggested improvements for a particular part of the whole system (e.g. one group for the main system and others for each sub-system) at the meeting. During the meeting, the facilitator is responsible for ensuring that: (1) the relevant discussion points are covered in adequate depth; (2) decisions are made on adjustments to the strategy and portfolio of interventions; (3) a concrete action plan to implement the adjustments is developed and agreed on; (4) required updates to the relevant documents (e.g. sector results chain and strategy table) are identified; and (5) unanswered key questions are identified and a plan for addressing them is developed and agreed on.
<b>Reporter</b>	Responsible for: helping the facilitator prepare for, and facilitate, the meeting; documenting the discussion and conclusions during the meeting; and preparing the meeting minutes.
<b>Team Leader or Sector Manager</b>	Responsible for: coordinating the meeting; appointing the facilitator and reporter for each meeting; following up on key questions, plans; document updating.
<b>Sector Team Members</b>	Responsible for: reviewing the updated results/information in the strategy table; conducting the preliminary analyses (what works well, or not, and why) and suggesting initial ideas for improvements on assigned main or sub-systems (as assigned by the facilitator) before the meeting; Revising the relevant documents with support from the MRM team after the meeting; and implementing the plans and investigating key questions identified during the meeting.
<b>MRM Team Members</b>	Responsible for: providing inputs to the meeting; supporting the sector team in preliminary analyses; revising relevant documents after the meeting; and supporting the sector team in investigating key questions identified during the meeting.

Preparation is a key success factor for effective sector review meetings. Information needs to be gathered on the extent to which system changes expected by the programme are occurring, or initial signs of system changes observed at that time, using a helicopter and intervention lens.<sup>5</sup> The findings should then be processed, summarised and shared with participants prior to the meetings. It is essential that all participants review and analyse the findings before attending the review meeting so that they are prepared to contribute to the analysis of the findings and the decision-making on next steps.

One of the most effective and user-friendly ways to document the findings is to summarise them in the strategy table.<sup>6</sup> It already lists the key system indicators for the changes that the programme is trying to influence, as well as the starting, current and desired states for the main system and each sub-system. The following steps should be taken before each review meeting:

- Update the quantitative findings for the current period in the current state column.
- Summarise the qualitative findings from the current period that explain the nature of changes and document them under the quantitative findings.

Each review meeting participant then analyses the updated strategy table, considering:

- what is working in the strategy
- what is not working in the strategy
- which external factors are affecting the sector and how

They can then come to the meeting with preliminary ideas on how to improve the strategy and adapt it to take into account changes in the sector.

<sup>5</sup> For more information, please see: [A Pragmatic Approach to Assessing System Change](#) (Miehlbradt et al. 2020)

<sup>6</sup> For guidance on developing a Strategy Table, see ["Operationalising System Change Assessment"](#) (Miehlbradt & Wanitphon, 2024)



### Key Points to Remember

- Start review meetings early in the programme – even before there is much information to discuss – to instil the process and culture and build the capacity of staff to analyse, discuss and decide effectively.
- Ensure that information is collected according to the helicopter and intervention lens assessment plan.
- Develop and enforce a process to summarise information and circulate before meetings so that participants come prepared to contribute to the review meeting. The accompanying template is a simple and practical tool to summarise the information based on the structure of the strategy table.
- Prior to the meeting, explicitly assign roles and responsibilities to appropriate team members as outlined in Table 2.

# A Case Example: PRISMA Maize in Madura Island

*Please note that while this case is real, it has been significantly modified for learning purposes. Therefore, **the case description should not be construed as accurately depicting the context, strategy or progress of the actual programme.** Thank you to PRISMA for allowing us to use and adapt this case.*

## A. Maize System Context

The Indonesian province of East Java has the highest production of maize, accounting for around 22% nationally. There is an abundance of commercial actors (traders, feed millers and seed companies) along the maize value chain on the mainland in East Java. However, there are several districts within East Java that experience very low yields, principally the four districts on Madura Island.

In comparison to the East Java mainland, there is limited commercial trading of maize in Madura. The local Madura variety of maize is usually consumed by households or sold as kernels to collectors who own general goods stores. Farmers often use the proceeds from the sale

to purchase food items from the same shopkeeper or to finance other household needs. These collectors tend to sell the maize to small or medium poultry farms, or to the local market as feed for birds. Despite being close to East Java mainland's feed mills, and accounting for almost 25% total harvested area in East Java, average yields in Madura Island are as low as 2.3 tonnes/ha (compared to average yields of 5 tonnes/ha for East Java) and are significantly below potential. The number of maize farmers is high (approximately 377,000), creating an attractive market with high potential to improve the lives of many households.

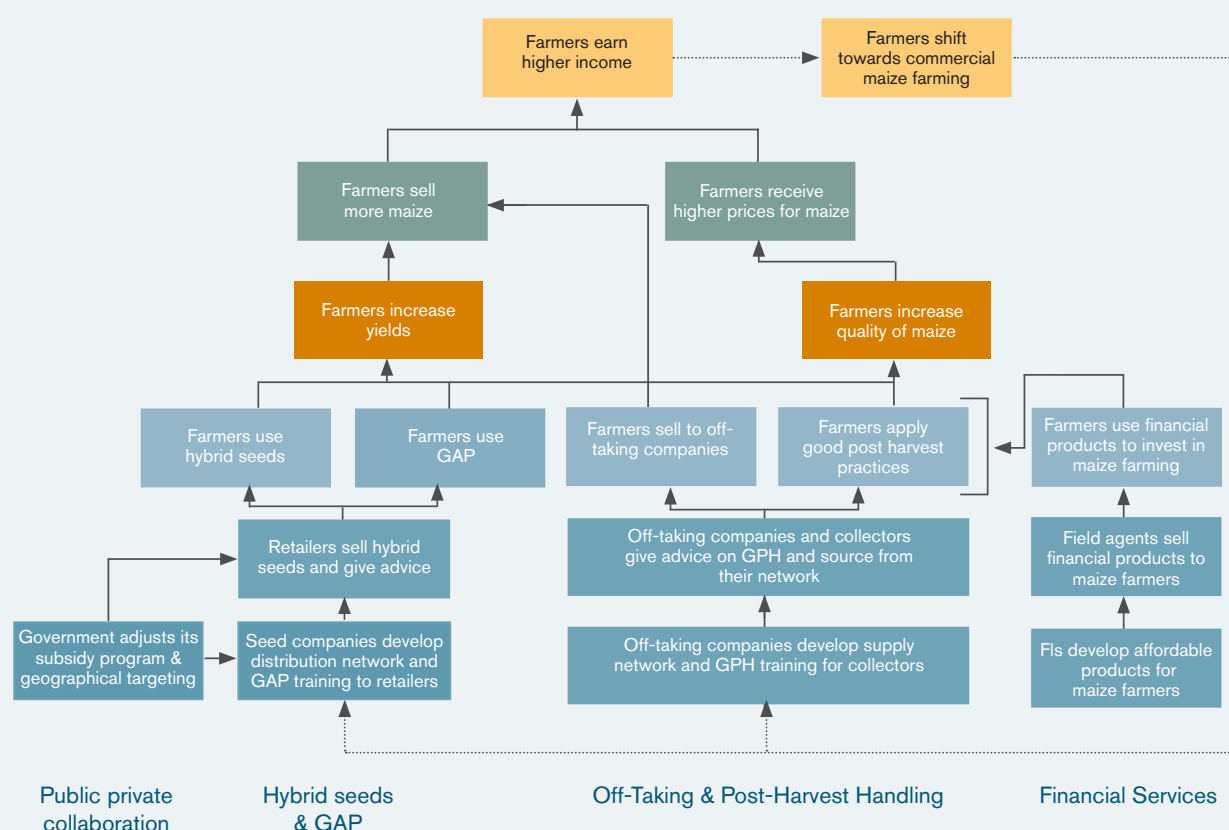
## B. PRISMA Madura Island Maize System

The maize system strategy focuses on three support systems:

- **A shift to using hybrid as well as local seeds.** Farmers need access to information and hybrid seeds. Seed companies need to develop their distribution network and provide embedded services on good agricultural practices (GAP). Collaboration is needed between the public and private sectors so that the government can target the areas that require subsidised seeds, and the private sector can target the rest - and sell their seeds on a commercial basis.
- **A shift from only local to include mainland markets.** Farmers need access to more lucrative markets for their hybrid maize varieties. Off-takers in the mainland need to develop their supply channels and provide embedded services on good post-harvest handling (GPH).
- **Provision of appropriate financial services.** This will help farmers to invest in more commercial maize farming, particularly use of hybrid seeds. It will also enable access to markets, GAP, GPH and farm expansion.

The results chain below summarises PRISMA's strategy in the Maize Sector on Madura Island. PRISMA also developed strategy tables for the main system (maize) and the sub-systems in the strategy (hybrid seeds and GAP; off-taking and GPH; finance).

Figure 2: Maize Sector Results Chain



## C. Preparation for Maize Review Meeting

PRISMA holds regular intervention reviews. Annually, in September, PRISMA reviews the whole maize system and considers its overall system strategy based on information from the previous maize season. In preparation for the sector review meeting, summarised information on plans and changes in the maize system and its supporting sub-systems is presented in a table format. As discussed above, the format builds on the system strategy table: updating 'current state' and summing up and updating the other relevant changes noted for the main system and each sub-system.

Implementation of interventions in hybrid maize seeds started in 2016, and off-taking in 2019. The table below describes the situation in September 2021. It provides information on changes that occurred both before and

during COVID-19. The pandemic affected not only the maize system, as it did all other systems, but also PRISMA's ability to get information. Therefore, there are more gaps than usual in the information on the maize system and its sub-systems for 2020 and 2021 than previous years. Information provided for partners is more robust than information provided for other market actors. For the purpose of this brief, only the Maize System, Hybrid Seeds and GAP Sub-system and Off-taking and Post-Harvest Handling Sub-system are included. In reality, more information would be provided on all targeted sub-systems and indicators.

Table 3: Updated Results and Findings

Indicators	Starting system state	Current system state	Desired system state
<b>Maize system</b>	<b>2015</b>	<b>2021</b>	<b>2024</b>
Volume of maize sold from target area (hybrid and local varieties through all channels)	150,000 tonnes	2018: 220,000 tonnes 2019: 240,000 tonnes 2020: 220,000 tonnes 2021: not available	600,000 tonnes
Average yield tonnes/ha	2.5 tonnes/ha	2018: 2.8 tonnes/ha 2019: 2.9 tonnes/ha 2020: 3.4 tonnes/ha 2021: not available Greater use of hybrid seeds is a key factor in increased productivity.	5 tonnes/ha
Price of hybrid maize / Price of local maize (est. avg. farmer to collector in Madura)	1.25	2018: IDR2000/1540 = 1.30 (East Java price to feed mills IDR3,800) 2019: IDR2080/1570 = 1.32 (East Java price to feed mills IDR4,000) 2020: IDR1750/1560 = 1.12 (East Java price to feed mills IDR3,500) 2021: IDR 2050/1560 = 1.31 (East Java price to feed mills IDR3,900)	2.0
# of smallholder farmers with at least 50% of their land dedicated to commercial production	79,000 (20%)	2019: 20-25% of total famers 2020: less than previous year 2021: increased substantially to ~ 30% of farmers	188,000 (50%)
Farmers' perceptions of maize crop	Mainly subsistence; only surplus sales at local markets	<ul style="list-style-type: none"> <li>To 2019, there was a steady increase in the number of farmers becoming more commercial.</li> <li>In 2020, farmers were concerned about food-security and there was also less demand for maize during the early days of the pandemic, so sales were less; farmers growing hybrid maize still sold most of it.</li> <li>In 2021, farmers want extra cash, more are selling a greater % of their maize (hybrid and local varieties) and want to become increasingly commercial, particularly those growing more hybrid maize.</li> <li>Additional farmers in areas targeted by the partner off-taker interested in selling to the mainland, but no signs of awareness of mainland market in other areas.</li> </ul>	Both subsistence and cash crop for local and mainland markets
Private companies target Madura smallholder farmers as buyers/suppliers	None, (only indirectly via the subsidy programme)	2019: 3 (seed suppliers) 2020: 4 (seed suppliers) 2021: 6 (4 seed suppliers, 1 off-taker, 1 other inputs) The increased use of hybrid seeds in Madura is generating interest among seed companies as well as other input companies.	Becoming the norm; at least 8 companies



Table 3: Updated Results and Findings

Indicators	Starting system state	Current system state	Desired system state
Private companies' recognition of women and men farmers	Assume farmers are men and focus on them	<ul style="list-style-type: none"> <li>Seed company partners are targeting women and sales are increasing.</li> <li>Off-taker partner is targeting women as suppliers to some extent.</li> <li>Limited info on other private sector actors, no obvious signs that they are targeting women.</li> <li>Government-subsidised seed programme apparently focusing on both women and men, but no evidence of this.</li> </ul>	Recognise women and men farmers and focus on both
<b>Relevant changes noted</b>			
<ul style="list-style-type: none"> <li>The price of hybrid maize on the East Java mainland dropped to 3,000 IDR during the first semester of 2020 and bounced back to 4,000 IDR during the second half due to higher demands. The 2021 first semester price ranged from 3,800-4,000 IDR.</li> <li>During the first semester 2020, sales to the feed industry dropped by 18% in East Java, but recovered later in 2020 and 2021.</li> <li>During 2020, poultry industry sales dropped by 50% due to COVID-19 restrictions prohibiting large events (restaurants were closed etc.). The demand has recovered in 2021 as restrictions have been relaxed.</li> <li>To protect the poultry industry, government tries to cap the price of maize at 4,500 IDR.</li> <li>Due to the high price of imported wheat, feed mills are increasing the maize content in feed.</li> <li>1 private crop protection company started promoting and distributing its products in Madura in 2021. They initially sold to government for the subsidised inputs programme, but started selling commercially because of their increased sales and use of hybrid seeds.</li> <li>1 of the partner hybrid seed companies is considering developing a partnership with a fertiliser and crop protection company to work on distribution and information on GAP in Madura.</li> </ul>			
<b>Hybrid Seeds and GAP</b>			
<b>Plan:</b>	<ul style="list-style-type: none"> <li>Partner with 2 seed companies in 2 districts to invest in marketing, seed distribution and GAP advice together with retailers.</li> <li>Support 2 district governments to coordinate supply with partner companies; build capacity of district extension workers.</li> <li>Increase information flow on hybrid seeds to farmers.</li> <li>Encourage companies and government to target women and men farmers with hybrid seeds and GAP advice.</li> </ul>		
Volume of hybrid seeds sold on Madura Island	270,000 kg	2018: ~420,000 kg 2019: ~550,000 kg 2020: ~750,000 – 800,000 kg 2021: ~900,000 – 1,000,000 kg	1,950,000 kg
Number of farmers buying hybrid seeds	30,000 Farmers (8%)	2018: 42,000 farmers 2019: 50,000 farmers 2020: 65,000-75,000 farmers 2021: 85,000-95,000 farmers	150,000 Farmers (40%)

Table 3: Updated Results and Findings

Indicators	Starting system state	Current system state	Desired system state
Number of companies selling and advising on hybrid maize seeds in commercial market	0	<ul style="list-style-type: none"> <li>2 partner companies selling and advising, and gradually expanding the area they cover due to good response from farmers.</li> <li>2 other companies started selling; 1 seems to be providing advice to farmers (they claim this is part of their usual business model, but they hired an agronomist previously employed by one of the partner companies), the other does not (reason not given).</li> <li>1 partner company is considering more aggressive expansion but wants more certainty that mainland off-takers will start targeting Madura before they commit.</li> <li>Same company piloted digital marketing and GAP advice to farmers as a result of the pandemic. No information yet on farmers' effectiveness, but the company thinks it is a promising long-term strategy.</li> </ul>	4
Number of districts where supply is coordinated between public and private sectors	0	<ul style="list-style-type: none"> <li>2 partner district governments are coordinating with 2 partner seed companies and have started discussions with 1 additional seed company.</li> <li>1 more district government has started discussions with 2 partner seed companies (facilitated by PRISMA).</li> <li>Coordination is going well with companies targeting areas where hybrid seed uptake is increasing; and district governments targeting areas where adoption remains low.</li> </ul>	4
Numbers of farmers receiving subsidised hybrid seeds	8,000 farmers	2018: 10,000 farmers 2019: 10,000 farmers 2020: 14,000 farmers 2021: 4,000 farmers (budget cuts due to pandemic)	10,000 farmers under poverty line
Farmers' adoption of GAP (at least 3 out of 5 target practices)	25,000 farmers (65% of those buying or getting hybrid seeds)	<ul style="list-style-type: none"> <li>2019: 48,000 (80% of those buying or getting hybrid seeds).</li> <li>Correct application of GAP higher among farmers who buy seeds, compared to those who get subsidised seeds.</li> <li>No reliable info in 2020 and 2021.</li> </ul>	160,000 (all who are using hybrid seeds)
<b>Relevant changes noted</b>			
<ul style="list-style-type: none"> <li>98% retention rate of farmers who buy hybrid seeds; 65% of those who get subsidised hybrid seeds.</li> <li>Farmers buying hybrid seeds increasingly use and value GAP.</li> <li>Some farmers growing local varieties have copied GAP and benefitted.</li> <li>Partner companies and retailers providing good advice; most farmers are satisfied with advice.</li> <li>District extension workers providing good advice, but low outreach.</li> </ul>			

Table 3: Updated Results and Findings

Indicators	Starting system state	Current system state	Desired system state
<b>Off-taking and Post-harvest Handling</b>			
<b>Plan:</b>	<ul style="list-style-type: none"> <li>The programme will initially pilot sourcing from Madura and provision of GPH info with one buyer in two districts (expected 2020).</li> </ul>		
Number of large mainland off-takers actively sourcing from Madura Island	None. Maize is mainly sold for local markets.	<ul style="list-style-type: none"> <li>1 partner off-taker started sourcing in 2021.</li> <li>Delayed from 2020 due to pandemic.</li> <li>1 district only.</li> </ul>	4 large mainland off-takers actively sourcing from Madura
No. of farmers selling through large off-takers (male and female)	0	<ul style="list-style-type: none"> <li>Approximately 8,000.</li> <li>Tends to be the slightly larger and more commercial farmers.</li> <li>Anecdotal info: a few larger farmers subcontracted smaller farmers, provided them with inputs on credit and sold to a different mainland trader.</li> </ul>	85,000 farmers (23% of total in Madura)
Number of large off-takers working with collectors to target female and male farmers with GPH information	None. Local collectors don't provide GPH information.	<ul style="list-style-type: none"> <li>1 partner off-taker working with 30 local collectors to provide GPH information.</li> <li>All collectors are male; the off-taker has asked them to try to reach out to female farmers.</li> </ul>	3 off-takers working with about 120 collectors
No. of farmers implementing good post-harvest handling practices (female, male)	Very few	<ul style="list-style-type: none"> <li>Approximately 1,750.</li> <li>Tends to be the slightly larger and more commercial farmers.</li> </ul>	51,000 farmers (60% of those selling to large off-takers)
<b>Relevant changes noted</b>			
<ul style="list-style-type: none"> <li>Farmers show interest but many don't sell to the partner off-taker's collectors. Reasons unclear but signs that farmers are in debt to local collectors and/or face social pressure to sell to local collectors.</li> <li>Partner off-taker initially interested because of increased availability of hybrid maize in Madura.</li> <li>Partner off-taker disappointed in 2021 season because maize quality was not that high and many farmers who took a loan broke their agreement. Also, it was harder and more expensive than expected to transport the maize to the mainland.</li> <li>Partner company considering other areas in East Java to expand sourcing; if they continue in Madura, it will require building a warehouse and buying or contracting a boat for transport; to make it worth it they would also buy beans which they found are good quality in Madura.</li> <li>No other companies have shown interest yet as they still feel the quality is better, and easier to source, from the mainland. The president of the Feed Millers' Association claimed his buying agent can purchase hybrid maize from Madura at the port depot on the mainland.</li> </ul>			

## 4 Conducting a Sector Review Meeting

MSD teams have found the following simple agenda provides a useful structure for review meetings:

- ⇒ Facts: What do we know?
- ⇒ Analysis: What does it mean?
- ⇒ Decisions: What should we do next?
- ⇒ Learning: What have we learnt? How will we apply it?

The following table provides generic questions, under each section of the agenda, as guidance. It is important to adjust the questions to fit the programme's structure and circumstances.

Table 4: Generic Guiding Questions for Sector/System Review Meeting

<b>Facts</b>	<ul style="list-style-type: none"> <li>▪ Were our initial analysis and assumptions about the sector correct? What was correct and what wasn't? Why?</li> <li>▪ What is changing in the sector? Why? Are the changes in line with our expectations and our strategy? Why, or why not?</li> <li>▪ Do we see any unintended results? Are they positive or negative?</li> <li>▪ Do we see any signs of system changes? If so, what signs? Why?</li> <li>▪ What new information do we have about the situation and trends in the sector? What does it mean in relation to our current understanding of opportunities and constraints for inclusive growth in the sector?</li> <li>▪ Have we assessed the reliability of our information? Have we triangulated information from several sources?</li> </ul>
<b>Analysis:</b>	<ul style="list-style-type: none"> <li>▪ Is the sector strategy working? Which aspects of the strategy are working? Which are not working? Why?</li> <li>▪ To what extent are our interventions working together to enable the target group to sustainably take advantage of opportunities? To what extent are the interventions working together to sustainably address key constraints? Why?</li> <li>▪ How will changes in the sector affect the sector strategy?</li> <li>▪ Are the changes observed effectively addressing/incorporating gender issues? Why, or why not?</li> <li>▪ Are the changes observed effectively addressing/incorporating other cross-cutting issues? Why, or why not?</li> <li>▪ What is the potential for positive changes to reach significant scale? How? Or why not?</li> <li>▪ To what extent, and how, are our interventions together addressing various aspects of sector change, including expansion, efficiency, resilience and inclusion?</li> <li>▪ Are sector change drivers emerging? If so, are they likely to be able to drive positive sector change – inclusive, large scale, sustainable etc.?</li> <li>▪ What are the key lessons learnt?</li> </ul>
<b>Decisions:</b>	<ul style="list-style-type: none"> <li>▪ Should we modify our sector strategy? If yes, why? How? (Are we still focusing on the right intervention areas? Have we identified new ones? Should we adjust our focus?)</li> <li>▪ Which interventions should we continue, expand, modify, drop?</li> <li>▪ Should we add any interventions? If so, what should they focus on? Why? What do we have in the design and approval process?</li> <li>▪ What additional information do we need? Who will get that info, how, by when?</li> </ul>
<b>Learning:</b>	<ul style="list-style-type: none"> <li>▪ Are there any useful lessons learned for our other sector strategies? What? How can they be applied?</li> <li>▪ What have we learnt about analysing and developing strategies and interventions? What will we do differently next time?</li> </ul>

Because sectors and sector strategies can be complex, teams may find it useful to go through the first three points iteratively, addressing different parts of the sector:

- External changes in the sector (not related to the programme)
- Main system
- Each sub-system

To capture learning and ensure the decisions are implemented, the team makes an action plan based on the discussion at the end of the meeting. The PRISMA case is used to demonstrate this process in the next section.



### Key Points to Remember

- Ensure various perspectives are heard in the meetings, this will strengthen the analysis.
- Encourage the team to differentiate between anecdotes and more solid monitoring data.
- Ensure the sector/system results chain is used as a thinking tool in meetings.
- Don't get stuck on the numbers; spend time on qualitative findings, particularly why changes happened or didn't happen as expected.
- Don't focus only on results of a particular intervention, but also consider the system changes and how, and to what extent, they are reinforcing each other and contribute to broader system changes; identify where the gaps are in achieving desired system states.
- Assign someone to document each review meeting and ensure that the action plan is developed and documented.



## A Case Example: PRISMA Maize in Madura Island

This section summarises the key discussions in PRISMA's 2021 maize sector review meeting. The interventions in hybrid maize seeds began in 2016, and off-taking interventions began in 2019. The effects of COVID-19 have also been included in the results and discussions.

### Step 1: External changes in the main system

In this meeting, the team first discussed the key changes in the maize system that were not related to the programme; their implications for the programme; any adaptations in the strategy required due to these changes; and any further information required. This can be seen in Table 5.

Table 5: Key External Changes

<b>Key external changes:</b>	<ul style="list-style-type: none"> <li>▪ During 2020, poultry industry sales dropped by 50% due to COVID-19 restrictions. The demand has recovered in 2021 as restrictions have been relaxed.</li> <li>▪ As a result, first semester 2020 sales of maize to the feed industry dropped by 18% in East Java. They recovered later in 2020 and 2021. Due to the high price of imported wheat, feed mills are increasing the maize content in feed.</li> <li>▪ The price of hybrid maize on the East Java mainland dropped to 3,000 IDR during the first semester of 2020 and bounced back to 4,000 IDR during the second half due to higher demand. The 2021 first semester price ranged from 3,800-4,000 IDR.</li> <li>▪ To protect the poultry industry, government is trying to cap the price of maize at 4,500 IDR.</li> </ul>
<b>Implications:</b>	<ul style="list-style-type: none"> <li>▪ The demand for maize in Indonesia has continued to grow, rebounding from a dip in 2020 due to COVID. Market price also bounced back to the previous level. Hence, maize is still an attractive sector to be included in the portfolio.</li> <li>▪ The Government cap on price (to protect the poultry industry) at IDR 4,500 does not present an issue yet. However, it will put a ceiling on potential price increases, that might adversely affect farmer profits if costs increase.</li> </ul>
<b>Key Decisions:</b>	<ul style="list-style-type: none"> <li>▪ Continue with maize sector.</li> <li>▪ Monitor the government cap on price and its implications.</li> </ul>

### Step 2: Changes in the main system related to the sector strategy

As the next step, the team identified the changes and results achieved in the maize main system; analysed why they might be occurring; agreed on adaptations to the sector strategy; and identified what additional information and analysis was needed. This last point informed the discussions on the sub-systems shown in Step 3.

Table 6: Key Discussions on the Main Maize System

<b>Key Changes and Results Achieved:</b>	<ul style="list-style-type: none"> <li>▪ Volume of maize sold dropped in 2020 and picked up in 2021. However, the volume of hybrid maize seeds sold has increased year on year.</li> <li>▪ The number of smallholder farmers who allocate at least 50% of their land to commercial production has increased substantially, to around 30%.</li> <li>▪ Average maize yields increased from 2.8 tonnes/Ha in 2018 to 3.4 tonnes/Ha in 2020 mainly due to the introduction of hybrid maize seeds.</li> <li>▪ The ratio of the price of hybrid maize to local maize was 1.31 in 2021, compared to 1.30 in 2023.</li> <li>▪ In 2021 farmers want more cash; an increased number are selling a greater % of their maize (hybrid and local varieties) and want to become more commercial, particularly those growing more hybrid maize.</li> <li>▪ Additional farmers in areas targeted by the partner off-taker are interested in selling to the mainland, but there are no signs of awareness of the mainland market in other areas.</li> <li>▪ In 2021 6 companies (4 seed suppliers, 1 off-taker, 1 other inputs) target smallholder farmers in Madura.</li> <li>▪ Apart from partners, there is no obvious sign that other private companies intentionally target women farmers.</li> </ul>
<b>Analysis:</b>	<ul style="list-style-type: none"> <li>▪ The overall productivity and production has increased year on year. There's an increase in farmers becoming more commercial. Further private companies have crowded-in to target smallholder farmers in Madura. These positive changes are mainly driven by the increased availability and use of hybrid maize seeds.</li> <li>▪ The hybrid maize seed interventions seem to be going well. Details can be analysed in the hybrid seeds sub-system.</li> <li>▪ The information on price is not sufficient to analyse why the price ratio of hybrid maize to local maize has not increased.</li> <li>▪ For partners, targeting women seems to increase sales and is crucial for good post-harvest handling (where they have a big role and decision-making power). Other private companies still do not realise the benefits of targeting both women and men in their commercial activities.</li> <li>▪ The sales to mainland off-takers do not seem to be taking off. Details will be analysed in the off-taking sub-system.</li> </ul>
<b>Key Decisions:</b>	<ul style="list-style-type: none"> <li>▪ Strengthen gender elements in the business models and raise awareness of the success of targeting women and men among potential crowding-in companies.</li> <li>▪ Further investigate why the ratio of the price of hybrid maize to local maize has not increased.</li> </ul>

### Step 3: Changes in each Sub-system

Using the same discussion structure, the team then dived deeper into each of the sub-systems to further analyse the causes of the key changes in the maize system and the results achieved in the sub-systems. Importantly, these discussions included how the sub-systems interact to reinforce or inhibit change in the main maize system. As with the other steps, the discussion around each sub-sector resulted in decisions on how to adapt the sector strategy, but with a focus on each particular subsystem.

## Hybrid Seeds and GAP Sub-System:

Table 7: Key Discussions on Hybrid Seeds and GAP Sub-System

<b>Key Changes and Results Achieved:</b>	<ul style="list-style-type: none"> <li>▪ Volume of hybrid maize seeds sold, and the number of farmers buying hybrid seeds, has increased substantially: 42,000 farmers/420 tonnes in 2018, to roughly 85,000 farmers/900 tonnes in 2021.</li> <li>▪ Acceptance of hybrid seeds grew steadily from 2018 to 2020. The retention rate of farmers who buy seeds is 98%, compared to 65% for the ones who get subsidised seeds.</li> <li>▪ 1 partner is considering more aggressive expansion but wants more certainty regarding the intentions of mainland off-takers; as a result of the pandemic, this partner piloted digital marketing and GAP advice to farmers and found it a promising long-term approach.</li> <li>▪ 2 companies crowded-in. However, only one seemed to be providing advice on GAP to farmers.</li> <li>▪ Co-ordination with government is going well. However, due to budget cuts, only 4,000 farmers receiving subsidised seeds in 2021.</li> <li>▪ Farmers buying hybrid seeds increasingly use and value GAP. Farmers who get subsidised hybrid seeds have lower GAP application, lower yields, and less satisfaction with hybrid seeds.</li> <li>▪ Partner companies and input retailers are providing good advice; most farmers are satisfied with their advice. District extension workers are providing good advice, but outreach is low.</li> </ul>
<b>Analysis:</b>	<ul style="list-style-type: none"> <li>▪ The interventions to promote the use of hybrid seeds have worked very well. The hybrid seed market is moving on its own. There is no need to continue partnering directly with seed companies.</li> <li>▪ As discussed in the maize main system, the gender-inclusive business models are not widely valued and adopted.</li> <li>▪ Dissemination of GAP information by the government extension service, and the resulting adoption of GAP among poorer farmers who rely on subsidised seeds, seems to be problematic.</li> <li>▪ While the hybrid seeds market is moving on its own, continued expansion will be affected by the extent to which mainland off-takers decide to source from Madura island.</li> </ul>
<b>Key Decisions:</b>	<ul style="list-style-type: none"> <li>▪ Shift the focus from direct partnerships with seeds companies to:             <ul style="list-style-type: none"> <li>- promoting the adoption of the gender inclusive model;</li> <li>- exploring and implementing new mechanisms to disseminate GAP information to farmers receiving subsidised seeds, as well as to promote adoption of GAP.</li> </ul> </li> <li>▪ Explore ways to harness the enthusiasm of hybrid seed companies to convince mainland off-takers of the viability of targeting Madura Island for their supply of hybrid maize.</li> </ul>

## Off-Taking and Post-Harvest Handling sub-system:

Table 8: Key Discussions on Off-Taking and Post-Harvest Handling Sub-System:

<b>Key Changes and Results Achieved:</b>	<ul style="list-style-type: none"> <li>▪ Only around 8,000 slightly larger and more commercial farmers are selling directly to mainland off-takers. Farmers show interest but many don't sell to the partner off-taker's collectors. Reasons are unclear but there are signs that farmers are in debt to local collectors and/or face social pressure to sell to local collectors.</li> <li>▪ There is 1 partner off-taker working with 30 local collectors to provide GPH information. All collectors are male; the off-taker has asked them to try to reach out to female farmers.</li> <li>▪ Only around 1,750 farmers applied GPH. They tend to be slightly larger and more commercial farmers.</li> <li>▪ The partner off-taker was disappointed in the 2021 season because maize quality was not that high and many farmers who took a loan broke their agreement.</li> <li>▪ It was harder and more expensive than expected to transport the maize to the mainland. If the partner continues in Madura, it will require building a warehouse and buying or contracting a boat for transport; to make it worth it, the partner would also buy beans, which they found are good quality in Madura.</li> <li>▪ No other mainland off-takers have shown interest yet in sourcing directly from Madura - they still feel the quality is better and it is easier to source from the mainland.</li> <li>▪ There is anecdotal evidence that some larger farmers and Madura collectors are bringing hybrid maize to the mainland themselves and selling it to mainland off-takers there.</li> </ul>
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Table 8: Key Discussions on Off-Taking and Post-Harvest Handling Sub-System:

<b>Analysis:</b>	<ul style="list-style-type: none"> <li>▪ The interventions in this sub-system are not working well. In 2021 only 8,000 farmers started selling to large off-takers, compared to a 2024 projection of 85,000 farmers. Only around 1,750 farmers are applying GHP. The partner off-taker was also not satisfied with the 2021 results. The reasons why the business model did not work well are:               <ul style="list-style-type: none"> <li>- Farmers do not want to sell to the collectors from the mainland off-taker for the reasons mentioned above. It is possible that the partner off-taker did not work with appropriate collectors who can interact with Madura farmers effectively.</li> <li>- Low GPH uptake led to low quality of maize sold. The mainland off-taker collectors could not effectively convince farmers to adopt GPH. As all the collectors are men, they might not be able to reach women effectively (who are typically responsible for post-harvest handling in family farms).</li> <li>- Transport is also harder to get and more expensive than expected. The off-taker will also need a warehouse if they wish to expand sourcing in Madura. Fortunately, they could source several crops (maize, beans and potentially others) to make sourcing from Madura economically viable.</li> </ul> </li> <li>▪ However, there were also some signs of possible opportunities:               <ul style="list-style-type: none"> <li>- A few larger farmers subcontracted smaller farmers, provided them with inputs on credit and sold to a different mainland trader.</li> <li>- Some larger local collectors are starting to transport hybrid maize to the mainland and sell it to off-takers on their own.</li> <li>- The president of the Feed Millers' Association claimed his buying agent can purchase hybrid maize from Madura at the port depot on the mainland.</li> </ul> </li> </ul>
<b>Key Decisions:</b>	<ul style="list-style-type: none"> <li>▪ One option is to abandon this sub-system. However, it's very important to the growth of hybrid seed sales and the maize sector in Madura overall. Without improving this sub-system, the whole strategy might fail.</li> <li>▪ Hence, the team decided to re-think and re-design the off-taking business model. Possible options are:               <ul style="list-style-type: none"> <li>- Rework the mainland off-taker business model - potentially with new partners, to address weaknesses in local collector networks, promote GPH and reach more women.</li> <li>- Explore emerging opportunities such as larger collectors and larger farmers on Madura who sell to the mainland.</li> <li>- Consider if an off-taker model would work better targeting maize and beans or multiple crops, rather than only maize.</li> </ul> </li> </ul> <p>The team agreed to meet with potential partners to inform which options to pursue.</p> <ul style="list-style-type: none"> <li>▪ Unlike other markets, the transport between Madura and the mainland has not recovered since COVID-19. Transport and warehousing are unexpected key constraints to the mainland off-taking business models. Hence, the team decided to conduct further analysis on the logistics sub-system between Madura and the mainland to decide whether to enter this sub-system.</li> </ul>

## Step 4: Learning and Action Plan

A key lesson discussed by the team was that seed companies are emerging as main drivers with innovative approaches in several agricultural sectors. They decided to investigate how the programme could leverage their drive and innovation across several sectors simultaneously.

At the end of the meeting, the team took the key decisions points from the discussions above and developed an action plan for each one. The action plan includes responsible persons/teams assigned to each task, as well as time frames for task completion. The action plan will be used to guide and follow up on the progress of each task in subsequent meetings.

Table 9: Action Plan

Action	Reasons	Responsible person	Timeframe
1. Monitor the government cap on price and its implications.	Government cap on price will put a ceiling on potential price increases that might adversely affect farmer profits if costs increase.		
2. Investigate why the ratio of the price of hybrid maize to local maize has not increased.	Farmers do not receive higher price premium as expected.		
3. Strengthen gender elements in the business models and raise awareness of the success of targeting women and men among potential crowding-in companies.	Apart from direct partners, other companies are not aware of the commercial benefits of deliberately targeting women in their marketing activities.		
3. For hybrid seed interventions, shift from direct partnership with seeds companies to strengthening gender inclusive business models and provision of GAP information.	The hybrid seed market is moving on its own and does not need further direct partnerships. However, there are still gaps in the areas of inclusiveness and provision of GAP information.		
4. Harness the enthusiasm of hybrid seed companies in persuading mainland off-takers.	The current intervention in off-taking and GPH did not work well. The team needs to rethink their strategy and possibly find new partner off-takers.		
5. Re-think and re-design the off-taking business model.	The current intervention in off-taking and GPH did not work well.		
6. Conduct further analysis on the logistic sub-system between Madura and the mainland.	To understand if/why there are key constraints in this sub-system and inform a decision on whether to enter this sub-system.		
7. Investigate how the programme could leverage seed companies' drive and innovation across several sectors simultaneously.	To reach more beneficiaries in a shorter period of time.		



