



Commercial Agriculture Portfolio Review 2018 For DFID

Final Report

EACDS Lot C – 141

22 February 2019

Title:	Commercial Agriculture Portfolio Review Final Report	
Client:	DFID	
PO. No.:	PO7468	
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Amendment record:	Version: 2	Date: 22/03/2019
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ACRONYMS

CA	Commercial Agriculture
CAPR	Commercial Agriculture Portfolio Review
CSA	Climate Smart Agriculture
DFID	Department for International Development
FTE	Full Time Equivalent
GESI	Gender Equality and Social Inclusion
ICF	International Climate Fund
ILO	International Labour Organisation
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MRV	Measuring, Reporting and Verification
PCR	Project Completion Review
SDG	Sustainable Development Goals
SHF	Smallholder Farmer
SME	Small-Medium Enterprise
UK	United Kingdom
UN	United Nations
VC(D)	Value Chain (Development)
WB	World Bank
WEE	Women's Economic Empowerment

Executive Summary

Commercial agriculture makes up an important part of DFID's activities and the Conceptual Framework for Agriculture expects that to continue for many years. Hence, having an up to date compilation and analysis of the portfolio of projects (and programmes¹) covering commercial agriculture is very important, especially for an understanding of the alignment with strategy, the allocation of resources, the MRV systems and indicators, of results and achievements, and to inform future programming.

This is the Final Report for an assignment to undertake the 2018 Review of DFID's Commercial Agriculture Portfolio. It follows an earlier review in 2017 and, by agreement with DFID, uses a more detailed methodology. It has a particular aim to increase the granularity of analysis and the confidence which DFID can have in its results.

Some aspects of the review methodology have been changed since 2017, because the previous approach was not consistent with rational analysis. The 2017 Review stated that one criterion for project inclusion was that 25% of a project's budget should be applied to commercial agriculture². It was then assumed that, if the 25% criterion was satisfied, the entire project budget should be considered as being applied to commercial agriculture. The first of these would, if fully applied, have the effect that some large amounts of spend would be excluded, because they failed the 25% test, but much smaller amounts would be included. The result of the second approach was to significantly overstate the amount applied to commercial agriculture, because some projects cover multiple sectors (including e.g. health, infrastructure, etc) and / or the "non-commercial" parts of agriculture. The effect of making necessary changes to the methodology is that fewer comparisons can be made between 2018 results and the 2017 result, because the comparison would be misleading.

The assignment has been carried out in two main phases, as follows:

- The main activities for the first Phase were to extract updated, revised and verified data from the publicly-available sources, and collate those into an improved database of relevant projects, and to present the results of the analysis of that portfolio.
- The main objectives of the (Qualitative) Analysis Phase were to investigate, by semi-structured interviews with those responsible for an agreed sample of projects: a) the various approaches to, and results of gathering data about job creation and the quality of those jobs; and, b) the availability of, collection approaches and costs of developmental impact data from the increasing number of companies which participate in DFID-funded projects.

The principle source of data for the quantitative parts of the Review is documents uploaded to the DevTracker site. Some verification / triangulation of parts of that data was carried out during the Qualitative Analysis Phase. The review is dependent on the availability of, and accuracy of data in formal DFID documentation and on the information provided by primarily DFID staff during the interviews.

The authors are grateful to the many DFID staff and suppliers involved for their time and assistance.

¹ The word projects is used to also include programmes.

² In fact, this was inconsistently applied.

Scale of the 2018 portfolio

The scale of the portfolio is, in summary, as follows:

- 70 projects (cf 65 in 2017) which include commercial agriculture within their scope have been identified and are included in the 2018 portfolio analysed.
 - The criteria for inclusion were projects which: have at least £2m of DFID funding for commercial agriculture; have an end date on or after 1st January 2015; and for which supporting documents are available.
- Those 70 projects have a total DFID budget of £3.5bn and a total aggregate budget, including funding from other donors to multi-lateral projects, of at least £4.7 bn.
 - The total budget (where known) for the 49 projects under implementation is £3.8bn, with £3bn of DFID money included, however not all those funds are allocated to commercial agriculture.
 - The total budget for some multi-lateral projects is not evident in the publicly-available documents.
- For only 37 of those 70 projects can the amount of funds committed to commercial agriculture be established with confidence, and the total of those funds is £1,273m.
 - Some projects are multi-sector, and / or have multiple components or targets within agriculture.
- The portfolio targets a total of 137m smallholder beneficiaries, including 4m women , of which some 29m have been beneficially impacted to date.
 - It should be noted that 100m of these beneficiaries are targeted by one research programme, the support to CGIAR 2017-20.
 - A comparison of beneficiaries with 2017 could be misleading because the categorisation of those has changed.

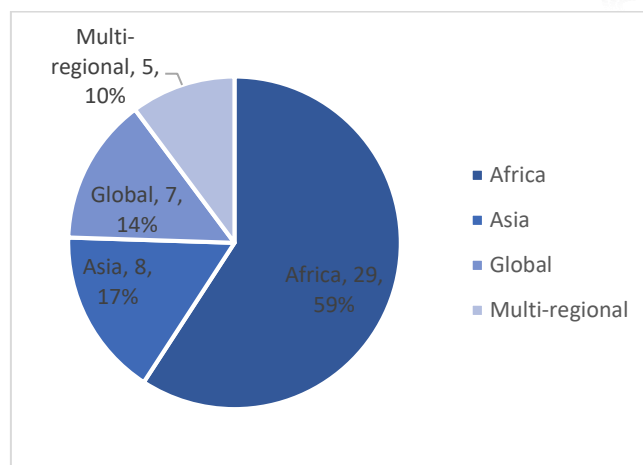
Status of the projects

Of the 70 projects included within the 2018 CAPR database:

- 2 have not yet started
- 49 projects (70%) are in Implementation – and these have an aggregate DFID budget of £3.1 bn.
- None are shown as being at Completion stage – but actual use of this category is unclear
- 19 are at “post completion” stage.

Geographic distribution

The high-level geographic distribution of the portfolio, analysed by number of projects, is as shown in the chart below.



Sources and composition of funding

Key aspects of the funding for the 49 projects which are “In Implementation” in 2018 include the following:

- Some 30 of the projects (61% by number) are bilateral and 19 (39%) are multi-lateral
- 52% of DFID funds are applied to the bilateral projects and 48% to the multi-lateral projects
- 14 out of the 49 projects were funded from the UK Government’s International Climate Facility (ICF) through DFID, with a total DFID commitment of £845m.
 - Note that the data sources do not allow is to say if the total budget for each of these projects is from the ICF or if multiple sources are used.
- 29 out of the 49 projects are managed from a country office

Type of projects – primary subsets

This 2018 review has categorised the projects according to primary sub-sets of projects agreed with DFID. For the funds which can be seen to be allocated specifically to Commercial Agriculture (as distinct from funds to projects in which the specific allocation is not evident) the DFID commitment to the largest categories are, by value, as follows:

- Agribusiness investment - £345m
- Value Chain Development, focused on inputs - £297m
- Research – £200m
- Improving access to finance for farmers - £100m

Crop groups

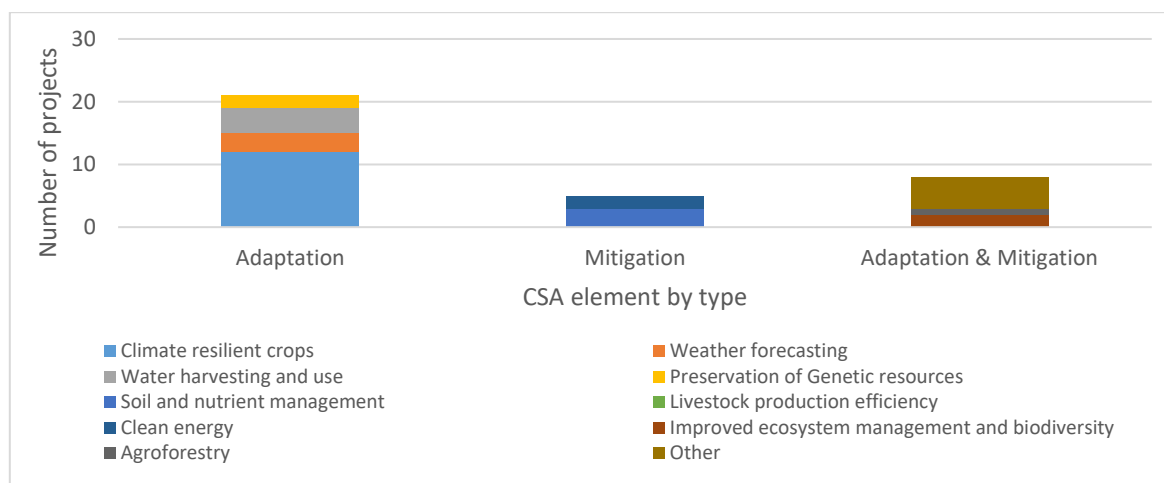
Out of the 49 projects in Implementation, 19 (39% by number) are not crop-specific in their focus. Of those which do have a crop group focus, the largest proportions cover Cereals, Livestock and Oil Seeds.

Climate, GESI and Nutrition

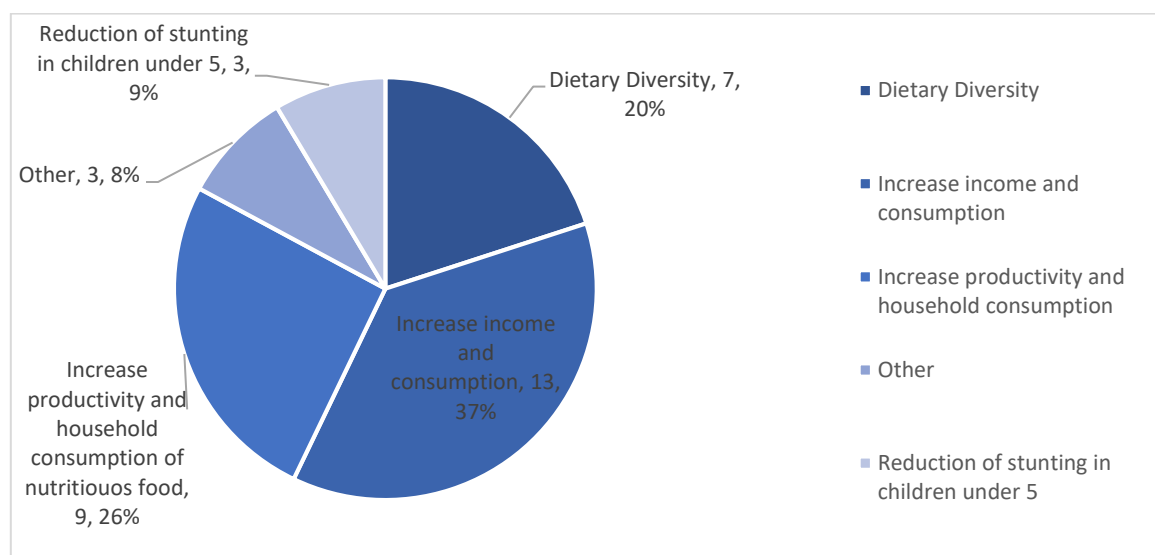
Out of the 49 projects in Implementation:

- 24 (49%) include a climate smart agriculture component
- 47 (98%) include a Gender and Social Inclusion component
- 35 (71%) say they cover nutrition aspects.

The main focus within climate is - not surprisingly – on various aspects of Climate Smart Agriculture, as illustrated more specifically as follows:

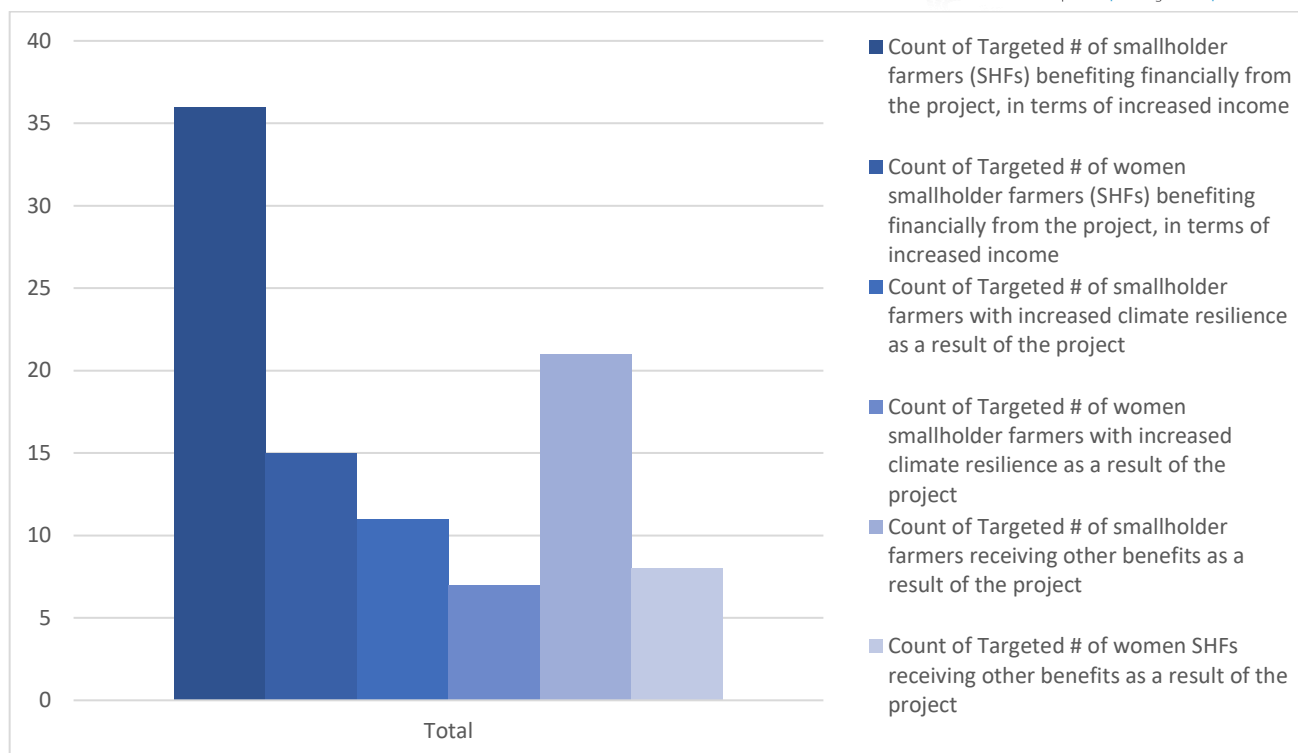


A further break down of the nutrition elements is shown in the chart which follows:



Log frame indicators in use

Not all the analysis planned, nor the granularity of analysis hoped for, could be achieved. This is due to a lack of suitable data in the available documents, and to the inconsistency of data. For example, the more granular targets agreed with DFID and the incidence of their actual use within the portfolio is as follows:



Analysis of Targets and Results to date

A meaningful analysis of the reported results achieved against targets, across the whole portfolio, is rendered very difficult by the time lag of spend against results achieved and by the variation of stage of implementation of projects. Any change in such results could be more due to changes in the mix of projects within the portfolio, to delays to implementation, or to multiple other causes, than to real change in levels of achievement.

The table below shows a high-level summary of the overall scale of the targets and results reported to date, for the 49 projects which are currently in implementation. However, it should be noted that one project – for support to the CGIAR – targets 100m beneficiaries, a number so large that it could distort understanding of the targets for the portfolio as a whole. As a result, we show below the table in two versions; firstly, with the data on the CGIAR project, and the second version without that project.

Overall targets and achievements to date, for 49 projects in Implementation, including CGIAR			
	Target	Results to date	% Achievement
All smallholders benefiting (male and female)	129,955,106	22,523,529	17%
Female smallholders benefiting	2,724,003	3,445,596	126%
All smallholders benefiting financially (male and female)	105,136,986	4,702,004	4%
Female smallholders benefiting Financially	724,245	1,117,620	154%
All smallholders benefiting from improved climate resilience (male and female)	12,419,699	10,536,541	85%
Female smallholders benefiting from improved climate resilience	18,000	11,925	66%
All smallholders benefiting in other ways (male and female)	12,398,421	7,284,984	59%
Female smallholders benefiting in other ways	558,928	907,876	162%
All smallholders with increased productivity or access to markets (male and female)	104,516,976	7,919,727	8%
Female smallholders with increased productivity or access to markets	939,039	2,519,518	268%
All smallholders with improved access to land rights (male and female)	11,561,268	5,230,496	45%
Female smallholders with improved access to land rights	1,262,290	1,793,781	142%
Net attributable income	£274,903,363	£184,313,657	67%
Agricultural linked SMEs who increased their productivity or customers	186,191	664,451	357%
New Jobs created	214,166	140,144	65%
News Jobs created for women	12,993	20,222	156%
New businesses created	2,157	2,388	111%
Investment stimulated	£10,434,421,506	£14,016,318,471	134%

Overall targets and achievements to date, for 49 projects in Implementation, <u>excluding</u> CGIAR			
	Target	Results to date	% Achievement
All smallholders benefiting (male and female)	29,955,106	22,523,529	75%
Female smallholders benefiting	2,724,003	3,445,596	126%
All smallholders benefiting financially (male and female)	5,136,986	4,702,004	92%
Female smallholders benefiting Financially	724,245	1,117,620	154%
All smallholders benefiting from improved climate resilience (male and female)	12,419,699	10,536,541	85%
Female smallholders benefiting from improved climate resilience	18,000	11,925	66%
All smallholders benefiting in other ways (male and female)	12,398,421	7,284,984	59%
Female smallholders benefiting in other ways	558,928	907,876	162%
All smallholders with increased productivity or access to markets (male and female)	4,516,976	7,919,727	175%
Female smallholders with increased productivity or access to markets	939,039	2,519,518	268%
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Female smallholders with improved access to land rights	1,262,290	1,793,781	142%
Net attributable income	274,903,363	184,313,658	67%
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Investment stimulated	10,434,421,506	14,016,318,471	134%

A more meaningful analysis of the results achieved against targets, **within the completed 19 projects**, has been carried out. Some of the important results from that analysis include the following:

- A total of 5.4 m smallholder farmers benefited financially, against a target of 4.9 m – 111% achievement
- Some 15,390 smallholder farmers gained increased climate resilience, against a target of 112,000 (14% achievement) but the comparable achievement for women farmers was 66%.
- 1.245 m smallholder farmers received other benefits, against a target of 1.220 m (102% achievement). Of those 1.245m, some 184,000 (only 15% overall) were women smallholder farmers, compared to a target for women SHFs of 167,000 (110% achievement).

Insights from the Quantitative Analysis

Some of the insights arising from the analysis include those set out below.

Regarding portfolio and project scope

- a) Some differences in approach, between this 2018 Review and the 2017 Review, coupled with the amount of judgement required for categorisation, mean that results of the two Reviews may not be directly comparable. Hence, only some trends within time-series data can be usefully analysed. A wider re-examination and re-analysis of 2017 data would be needed to allow full exploration of such trends.
- b) It remains the case that for two, linked, spatial aspects of agriculture, there are not yet enough projects, and / or not enough information, to allow their full importance to be appraised:
 - a. There is little data on the spatial location factors³ (as set out within DFID's conceptual framework) as they apply to each specific project, and hence we cannot analyse the significance of that for results;
 - b. With the current portfolio, the link between availability of adequate rural infrastructure (especially roads, cell phone coverage and internet access) and successful agricultural development is difficult to explore. (The Recommendations sections includes suggestions for further exploration.)
- c) From this analysis, it is not clear that there is a complete understanding of the triggers for, drivers of and requirements of the “stepping up” process.

Regarding project design, management and oversight

- d) There is significant variation in the use of, and interpretation of, key terminology across the portfolio. This includes terms such as “commercial agriculture”, “private sector”, “beneficiaries” etc. The implication of this is that analysis could be misleading and the time-series of data needed to analyse trends may not be adequately accurate. This could imply a need for more in-depth analysis of socio-economic status, however the underlying issue of inconsistent use of terminology could make that equally problematic.
- e) The use of a common set of log frame indicators across the portfolio is, at best, “work in progress”.
- f) Projects vary significantly in the level of aspiration and rigour of targets: some are demanding, specific and rigorously defined and measured; others much less so.
- g) Targets for outputs and outcomes seem sometimes to be out of line with the duration of a project. Unit budgets, for similar targets and types of project, vary enormously.

³ The Conceptual Framework refers to Dynamic, Intermediate and Hinterland zones.

- h) The use of disaggregated data, for male and female farmers, for both targets and results achieved is not yet common, let alone standard. At least 35 programmes include at least one sex-disaggregated target.
- i) There is significant variation in the scope and contents of annual reviews. Financial reports - prepared as part of Annual Review processes – are not publicly available.
- j) There is a significant delay in the preparation and publication of some of the documentation on which a portfolio review of this nature has to be based. Only 13 out of 19 projects in “Post-completion” had a PCR available and for some projects in implementation, the most recent Annual Report Available was the same as that available for the 2017 Portfolio Review.

Regarding design and process of the portfolio review

- k) A significant amount of subjective judgement is required, for categorisation of projects, as a result of an absence of data on, for example, allocation of funds to different sectors and / or components.
- l) There is a difficulty in separating out projects which have a longer-term approach, by means of research or policy-level work, from more direct, direct development projects. They have significantly different time frames and salience of impact.
- m) A small number of projects with very large budgets can lead to distortion of the results of, especially, financial analysis of the portfolio. To avoid such distortion, better and more comprehensive data and particular care are needed.
- n) Investment projects (for example CDC and AgDevCo) and development projects use a different interpretation of the word to “use” funds, the former usually ending with very significant financial assets, while the latter do not.
- o) The combination of many of the factors above – regarding project oversight and review design and process - makes a robust review and analysis of the portfolio very challenging. There is clearly a danger of reading more into the results than can be justified by the quality of the data, and by the number and type of variables affecting the results.
- p) Ensuring that any sub-set of DFID’s overall portfolio, such as the commercial agriculture projects, can be robustly and reliably analysed will require gradual evolution of many aspects of DFID’s project design, oversight, monitoring and reporting processes. A valuable start has been made and the requirements have become clearer as a result of this 2018 Review.

Regarding aspects of GESI:

- q) Most projects report that they are applying DFID’s principle, but some of this appears to be post-design retro-fitting and it is unclear if projects have dedicated gender experts and apply gender strategies to their work.
- r) The most commonly pursued empowerment strategy was “inclusion”, in 32 projects.
- s) Only 20 projects are reporting the number of women farmers who have increased productivity or increased access to customers.
- t) Few projects report on other aspects of social inclusion.
- u) A small number of projects (12) appear to seek to be gender transformative (addressing gender specific barriers) in public data reviewed.
- v) The broad analysis in the database corroborates work done independently on gender ratings by DFID. However, some of these ratings are based on project business cases e.g. CASA where the programme is only in its first few weeks of implementation.
 - In future reviews of the Commercial Agriculture Portfolio, it would be prudent to refine the terminology to ‘sex disaggregation’ rather than ‘gender disaggregation’ and provide clear guidance to programme managers and socialisation beyond simply including women in project activities.

- DFID should utilise its more recent ratings in preference to usually self-reported data from DevTracker.
- It would be useful for DFID to develop clear recommendations related to project design and a more consistent template for the Annual Reporting based on the independent research.
- Attention is required for clearer and ‘stretch’ targets for different categories of women’s economic empowerment to pursue advancement in this area.

With regard to climate:

- w) Most projects with a climate focus support climate smart agriculture.
- x) The most common focus is on techniques and technologies for adaptation.
- y) Significant achievements reported include: 5.4 m people supported to cope with climate change; 30 m tonnes of CO₂e avoided on ASAP; and over £ 800m of public and private finance levered-in by climate programmes.

Results of the qualitative research phase

Interesting insights include:

- z) Despite guidance issued, there is still very significant variation in definitions and approaches to measuring jobs created.
- aa) There is little work applied to measuring quality of jobs, with the exception to this being in some investment projects, such as in the CDC and AgDevCo portfolios.
- bb) DFID is not currently collecting data about the indirect and induced jobs created and is thus “under-counting” its achievements.
- cc) A multiplicity of approaches to gathering data from private sector companies participating with DFID are used.
- dd) The variety of approaches, and of definitions etc, mean that a comprehensive understanding of the data available – and, by implication, perhaps still needed – is challenging. Greater standardisation would allow more insight and further testing or piloting across contexts and programmes would be worthwhile.
- ee) Few interviewees were able to suggest data that participating companies hold which could benefit more immediate programming decisions.
- ff) However, some interviewees suggested that companies hold more data which could help research activity, but most of this is commercially confidential and they may be reluctant to provide it.
- gg) The availability of data varies from virtually zero, with companies needing support to even provide the minimum, to significant, but investment projects are focusing on the commercial needs of the investee companies, which may not include development impact measures.
- hh) A variety of different approaches to data frameworks, collection, platforms and management are in use, with the most commonly known in DFID projects being that of AgDevCo.
- ii) There is scope for DFID to help introduce greater harmonisation, but this will need significant time and effort on consultation, comparison, understanding of technology and platforms, and it will be an iterative process.

Recommendations

The most important recommendation from this work is that DFID should: a) undertake a wide-ranging and in-depth review of the information and data requirements for its commercial agriculture portfolio, taking account of all reporting and advocacy requirements and of rapidly-developing technology applications; b) then develop its overall framework, systems and processes to suit those requirements; and c) then ensure that the improved framework is actually implemented and applied consistently and promptly.

1 Introduction

This is the Final Report for an assignment to carry out the 2018 Review of DFID's Portfolio of Commercial Agriculture projects. The assignment was conducted in two main phases. The first – Inception – phase focused on: a) making necessary improvements to the Excel database; and b) adding to, updating and revising the data in the database of projects which include commercial agriculture. During the second phase, investigation was carried out into a sample of the projects, using interviews conducted with key DFID and contractor staff, to gather qualitative data about two main issues: job creation and the quality of those jobs, and the availability of impact data from private sector companies participating in DFID projects. During the second phase, for those projects investigated, some triangulation of data gathered in the first phase was also undertaken.

The database of data about projects in the 2018 portfolio can contain 117 pieces of data about each of the 70 projects included, for a total of over 8,000 data points. Necessarily this report presents a summary of that data, of the results of the analysis carried out and of the qualitative research in the second phase.

A full understanding of this draft report requires an early appreciation of two important factors:

- The database of projects prepared covers those that appear to include a significant activity on Commercial Agriculture. That should not be taken to mean that the totality of those projects is commercial agriculture. Many projects are multi-sectoral (also covering, for example, health, education, governance); have multiple components, covering other aspects of agriculture as well as commercial agriculture; or, have significant activity on improvement of the wider business environment, the benefits of which are not specific to agriculture. This distinction was not clear in the 2017 Review and as a result some of its results are considered to be misleading.
- The categorisation of projects for, and entry of data for the projects covered requires significant amounts of subjective judgement, on matters such as the primary focus of a project, the type of inclusion aimed for, etc. This is because the publicly available documents about each project often do not include specific data about, for example, the resources applied to particular aspects or targets of the project.

The remainder of this Introduction summarises the background to the assignment and the objectives and outlines the structure of the report.

1.1 Background

DFID's Conceptual Framework for Agriculture and its strategy make clear that agriculture will be an important part of its portfolio for many years. Part of that Framework has been summarised as distinguishing between three main groups of smallholder farmers; those who are:

- “hanging in”, mainly practicing subsistence farming;
- “stepping up”, the emerging-commercial, and already commercial, smallholder farmers; and,
- “stepping out”, those who are seeking, and moving out of farming to, other forms of livelihood.

The middle group of smallholder farmers – those stepping up – are the primary target beneficiaries of DFID's commercial agriculture portfolio.

A review of that portfolio conducted in 2017 found some 68 projects and programmes⁴ which included commercial agriculture within their scope. Those programmes represented a total DFID commitment of some £2.5bn, but it is important to note that, because some of these projects were multi-sector, or multi-component

⁴ Hereafter, the word “projects” is used to also include programmes.

in scope, not all of that commitment was actually to Commercial Agriculture. The 2017 Commercial Agriculture Portfolio Review (CAPR) provided a first, valuable overview of the portfolio.

With a view to developing the portfolio methodology further and increasing the granularity of analysis, DFID has commissioned a second CAPR, carried out in the last quarter of 2018. This document is the Final Report for that 2018 review.

1.2 Objectives

The specific objectives of this assignment are described in the full Terms of Reference, which are included in Annex I. They can be summarised as being to:

- i. Update, revise and verify the data on DFID's commercial agriculture portfolio of projects, using the publicly available documents and information;
- ii. Analyse and present the updated data regarding budgets, targets and results plus certain aspects of climate and WEE objectives;
- iii. Conduct more in-depth analysis of the portfolio regarding the way projects address "jobs" and the M&E / MRV data gathered by private sector companies and investors participating in agriculture programmes; and,
- iv. Identify emerging trends and lessons with recommendations for the development of the DFID portfolio.

From all of this assignment, DFID wishes to be able to:

- Have increased granularity of analysis of the portfolio, especially on the main types of project and the targets in use; and,
- Have increased confidence in the results of the analysis.

1.3 Structure of this Inception Report

This report presents the draft findings from the Inception Phase. The structure of this report is as follows: -

- Section 2, which follows, summarises the methodology adopted, in discussion with DFID, for this Portfolio Review, including a comment on the limitations of this assignment.
- In Section 3 we present the results of the analysis of the updated portfolio. This section describes the additions to the portfolio; the results of the addition and changes for the high-level analysis of portfolio scale, scope and contents; and presents the analysis of the data available on targets and results.
- Section 4 presents some insights gained from the quantitative analysis part of the assignment, in particular on targets and results and on Women's Economic Empowerment.
- Section 5 presents the results of and insights from the qualitative research into, particularly: i) job creation and the quality of those jobs; and ii) availability of, and approaches to collection of impact data from private sector companies participating in DFID programme.
- In Section 6 we set out some recommendations based on the findings of the assignment.

The Annexes attached include more detail on the following topics:

- I. Terms of Reference
- II. Comments on the 2017 Portfolio Review
- III. Detailed Methodology for the 2018 CAPR
- IV. Review Notes on a sample of 15 projects
- V. The Questionnaire used for the Qualitative Analysis Phase

2 Methodology for the 2018 Review

DFID's requirement from this portfolio review are for data and analysis which: a) provide information about, and interpretation of the current portfolio; b) summarise key results achieved by recently completed projects; and c) informs future decisions about programming and fund allocation. For all those purposes, a robust, "evidence-based" approach and methodology is required. In other words, given the importance of the purpose, the information and analysis provided must be clear, as accurate as the data sources allow, and prepared to a robust and consistent methodology.

The portfolio contains approximately 70 projects, a population size which is too small to absorb some inconsistency and still allow statistically significant data and analysis. Hence, it is even more important that both the quantitative and qualitative data and analysis presented is carefully prepared and described as clearly and specifically as possible. Given the small population, the subjective judgement needed for some categorisation and the varying level of confidence about the consistency of some of the source data, there is a danger of trying to read too much into modest details of the results and analysis.

Whilst a detailed description of the data fields used for the 2017 CAPR was available, we – the team conducting the 2018 CAPR – have not seen a full, documented methodology. With DFID support, a more detailed and robust methodology has been developed and documented for this 2018 review, so that those undertaking future reviews can be suitably informed. The full description of this methodology is included in Annex III, and a summary version is presented here.

As always, the methodology must be suitable for the resources available for this assignment. For this assignment, a total of some 40 person-days inputs is budgeted, for both phases. Given the other requirements of the Inception Phase, and given some 80 projects to consider and some 13 days for data extraction and entry into the CAPR database, on average, less than 1.5 hours were available to review the publicly-available documents for each project, extract the data needed, and enter it into the CAPR database.

The sections below summarise some of the main aspects of the methodology. It should be noted that, by agreement with DFID, the methodology has evolved and departed in some aspects from that used for the 2017 CAPR. For that reason, some results may not be directly comparable and it will be more fruitful to consider 2018 as the base year with which future comparison can be made.

An aim for this assignment has been to improve, refine and make more suitable the methodology used, and to document that improved methodology so that it can be repeated in the future.

2.1 Overall approach

The overall approach for this 2018 CAPR aims to:

- Capture at least basic data, in the 2018 CAPR database, about all the DFID projects which appear to include a significant component on commercial agriculture;
- Ensure that, having captured all the relevant projects, those can be analysed in multiple ways, to suit questions asked, either during the course of this review, or by others, afterwards;
- Carry out high-level analysis on that full portfolio, using primarily the number of projects, on matters such as geographic distribution, type of projects, etc; and,
- Allow more detailed analysis, including on such factors as allocation of funds, target indicators used, results achieved, etc, only on those projects for which there is suitable data.

One of the essential requirements of this type of portfolio review is to understand, with accuracy, the allocation of the funds. DFID always has to consider how to obtain the optimum value for money, the best

use of taxpayer funds, and is held accountable for that money in a number of ways. Data and analysis informing decisions about fund allocation has to be clear and accurate and to be able to withstand the scrutiny of various external parties and organisations. Any data which can easily be challenged and / or called into question can undermine the credibility of the basis for DFID policies and for its spending decisions. Some parts of the methodology adapted for the 2018 Review respond to the need to improve the quality of data and to increase the confidence which DFID can have in the results of the review.

A key consideration is the interpretation of “commercial agriculture”, which is based on DFID’s Conceptual Framework for Agriculture. In essence, the projects which are within the scope of this portfolio are those which aim to work with and benefit commercial farmers – especially smallholder farmers – and those smallholder farmers considered to be the “emerging / emergent” commercial farmers. A part of the definition adopted is that commercial farmers are those “..producing with the intent to sell 50% of product”. However, it should be noted that it is very hard (arguably impossible?) to measure precisely a person’s intent, and secondly that this criterion is not referred to in the majority of the documentary sources available. Hence, it’s real value as a criterion is at best debateable.

The ToR for this assignment determined that it is based on publicly available information and documents, primarily DevTracker, with some additional gathering and verification of data on projects during the second, Analysis, phase of the assignment.

Earlier work included some anomalies and some potential misleading results, particularly due to two factors: a) the entire budget of multi-sector projects was assumed to be “commercial agriculture”, in some cases, leading to multiple hundreds of millions of pounds being included as Commercial Agriculture without justification; and, b) the analysis of results achieved, and the relative unit costs of those results, being conducted in a way that gave equal weight to both completed projects and those in implementation. By definition, only completed projects have full and accurate data on their “actual” results; all others only have results “to-date”, targets and estimates. Given the time profile of agriculture projects, use of the latter can give rise to misleading interpretations. For this 2018 CAPR, the methodology used aims to avoid those two disadvantages.

2.2 Definitions, criteria and specifications

The criteria used for inclusion of a project within the 2018 CAPR were as follows:

- Technical scope – projects are included if they have a significant component of work on “commercial agriculture”, as interpreted using the above-mentioned reference to DFID’s Conceptual Framework for Agriculture. Significance is determined by means of the minimum DFID budget allocation, described below.
- DFID funding – projects are included if DFID has committed more than £2m to commercial agriculture activity.
- Timing – projects are included if they had started on or before 30th November 2018 and if they have a most recent “end date” on or after 01 Jan 2015. For this review, no projects have been “dropped out” of the database as a result of being completed: a decision on when to exclude such projects will be needed in the future. However, it is important to build up a database of closed projects, as those are the only ones which have actual results, and it would be sensible to have only one database. This argues for keeping closed projects in the portfolio database.
- Documentation – projects are included if they had available at least one supporting document with detailed information.

The above criteria gave the total project contents of the 2018 database. However, not all those projects are included in subsequent analysis. In particular:

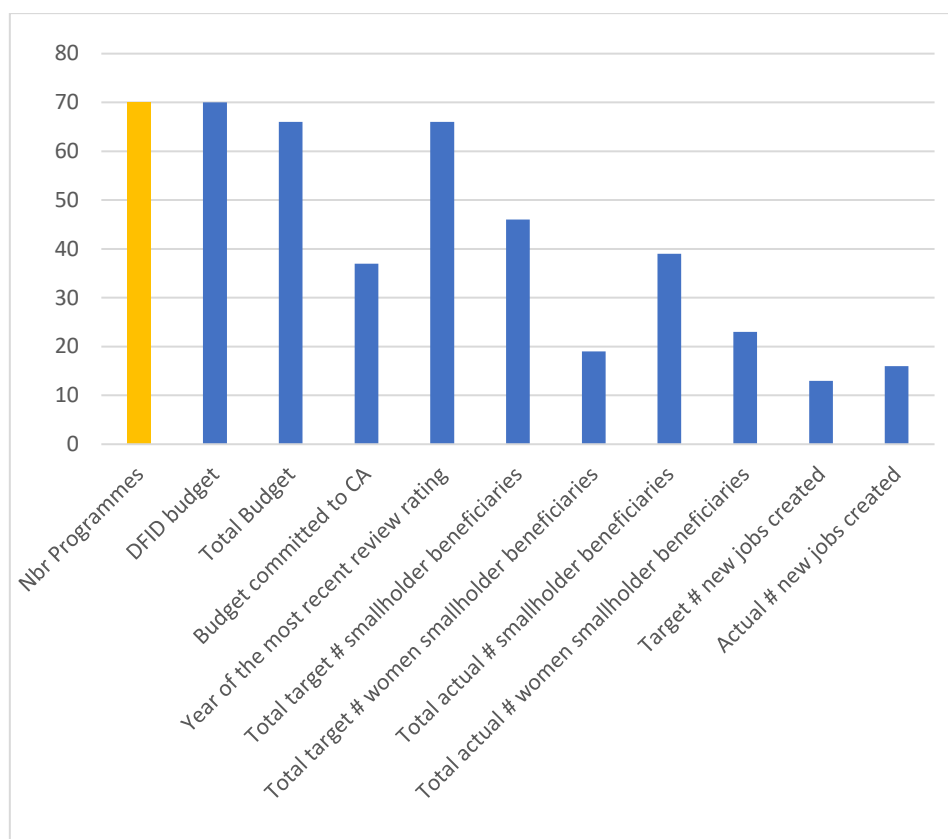
- For some projects, the publicly available documents do not contain data on the amount or proportion of project funds being applied to commercial agriculture. These 33 projects are excluded from financial analysis.
- One project – Support to CGIAR – has a target to beneficially impact 100m smallholder farmers. This number is so large that it distorts understanding of the rest of the portfolio. Also, as with some policy projects, the type of benefit is less immediate and less direct than for the other development projects. Its target and achievement numbers are excluded from some parts of the analysis where inclusion would be misleading.
- Only completed projects will be included in analysis of total results achieved and of unit costs of results.

A full description of the definitions, interpretations and terminology used is included in Annex III.

2.3 Limitations

As with all such studies, there are some limitations to the methodology and on the confidence with which the results should be considered. The principle limitations of this 2018 CAPR include the following:

- The methodology for this review is predicated on the data required being available from the publicly available documents about each project. In fact, data availability is not as consistent as might be expected. Some of the data not available is outside DFID's control, particularly in the case of multi-donor projects not managed by DFID, and it is clear that this has been a frustration for DFID staff. Data availability for some key information is illustrated in the following chart.

Graph 1: Number of projects with data available⁵

- The analysis is entirely dependent on the accuracy of the data included within the relevant documents for each project. Some, obviously incompatible data has been excluded from analysis.
- There is more variation than expected in the content and scope of some Annual Reviews, logframes, etc. Many logframes do not include financial data. Separate financial reports – which are not publicly available – constrain the scope of financial data in Annual Reviews.
- There is significant variation in the level of rigour applied to targets and results of projects. Some targets are clearly very specific, ambitious and carefully measured. For others, the level of rigour applied is lower. Some logframe targets are measured; others are modelled. Some projects appear to have some 3rd party verification of data; others do not.
- A full description of the methodology used for the 2017 Review has not been seen by the team conducting this 2018 Review. Some parts of the results from 2017 appeared to be inconsistent with the likely methodology used. For the 2018 Review, a more detailed and systematic methodology has been documented, and followed. As a result, some parts of the analysis produced this year may not be comparable with analysis carried out for the 2017 Review.
- DFID’s aims for this 2018 CAPR include increasing the granularity of the data and analysis, to provide better, more-specific information about the portfolio. In fact, some of the data limitations mentioned above mean that at present, such increased granularity could only be partially achieved. In addition, in some cases the additional granularity is dependent on data for which subjective judgement is required. There is not yet an adequate methodology for judging the “primary” focus of a project and there is not data available to allow that at present.

⁵ “Nbr Programmes” refer to the total number of programmes of the portfolio

Some factors regarding the methodology should be noted, including the following:

- A small number of very large projects can give a misleading impression of the overall results. Examples include the Afghanistan Reconstruction Trust Fund (ARTF - > £400m) and a new tranche of equity for CDC (> £700m), which together make up some 30% of the entire DFID commitment to projects which include commercial agriculture. One project alone is targeting 100 million beneficiaries, roughly 73% of the total number targeted across the whole portfolio.
- Multi-donor projects often create difficulty with identifying the total budget, and hence with understanding the overall costs which should be used to assess results. ARTF again is an example: the total budget is not stated in Annual Reviews, not clear from the publicly available documents, but is at least multiple billions of dollars.
- Multi-sector projects can lead to potentially misleading results. The ARTF is again an example, it being a project that is addressing at least 6 sectors of the economy, which it would be misleading to describe only as “commercial agriculture”. Its total budget was included as commercial agriculture in the 2017 Review.
- Some projects cover commercial agriculture, as well as aspects of agriculture which benefit the whole sector, commercial and non-commercial. Other projects, by design, do not distinguish between commercial and non-commercial farmers.
- Projects which fund investment, as distinct from conventional “development projects”, require a different interpretation of the “use” of money. In a conventional development project, by the end, all the funds committed have been “used” and the value of any assets left (perhaps computers or vehicles) will be very modest. For investment projects, such as AgDevCo and CDC, at the end of a period, all the funds have been paid over, but the entity still owns very significant assets, in the form of equity in some companies or the right to receive interest on, and repayment of some loans (debt capital). The funds have not been “used” in the same sense.
- Investment projects also require a different approach to targets, in that their logframes commonly have targets for progress with the investment process, and for success of financial investments, rather than for achieving benefits for smallholder farmers, for example.

2.4 Changes from the 2017 CAPR Methodology

The 2017 Portfolio Review was the first of its kind and provided a valuable, first “scoping out” of the Commercial Agriculture Portfolio. However, some aspects of the methodology adopted for that Review were not compatible with accurate data or with the requirements for a time series of data that would allow the trends to be determined. As requested, we comment here on those aspects which were not suitable.

There was confusion in parts of the 2017 Review between inclusion of a project in the Excel database and inclusion of the same project in a particular piece of analysis. We take the view that, in order to build up accurate data about the portfolio, all projects which have a significant component on commercial agriculture (significance determined by the > £2m budget / spend criterion), and which comply with the other criteria, should be included. Once the basic data for all relevant projects has been included and updated, the projects can be grouped for various different types of analysis in whatever ways is helpful.

The 2017 Review stated that its criteria for inclusion of a project in the project database included that at least 25% of the budget (or spend) had to be applied to commercial agriculture. There are several problems with that criterion, which include:

- For a large minority of the projects, the amount or proportion of budget / spend on commercial agriculture cannot be found in the publicly available documents. So, we simply don't know what that percentage is. The source of some data used in 2017 has not been identified.
- In fact, the criterion was not consistently applied. Some projects were included for which the best estimate available suggests the percentage applied to commercial agriculture was less than 25%.
- Application of that criterion would have the effect of, for example, including a project which spent £2.1 on commercial agriculture (that amount could be 100% of the project budget), but excluding a real project example which spent perhaps £70m on commercial agriculture, because that amount was likely to be only 15 to 20% of the overall project budget. This, clearly, can only result in misleading data.

The 2017 Review went on to assume that, once a project had been selected for inclusion in the portfolio, its entire budget was considered to “..be commercial agriculture.” Given that it is clear and obvious that some projects cover multiple sectors of the economy (including health, education, transport, infrastructure, governance, etc) this assumption is irrational and leads to significant overstatement. From two projects alone, reviewed by one author, it can be seen that funds of around £450m which were included in “commercial agriculture” were actually not applied to agriculture at all, let alone more specifically to commercial agriculture. In addition, some projects which do only cover the agriculture sector, apply funds to “non-commercial” agriculture – those who are “hanging in” in DFID’s conceptual framework terminology – or support activities which, for perfectly good reasons, do not distinguish between smallholder farmers practising commercial agriculture and those smallholder farmers practising subsistence agriculture.

DFID is keen to understand the various types of agricultural intervention it is making. These are characterised in the database and analysis as being the “primary sub-sets”. It should be recognised that this is an approximate and subjective characterisation. There are no formal and precisely defined categories; project designers are not required to categorise their designs in this way; logframes, budgets and reports are not required to disaggregate budget or spend according to these categories. There is no established methodology for deciding which is the “primary” sub-set in use in any particular project, in which several approaches and types of intervention may be in use in one project. Because this is a subjective and approximate characterisation, there is an acute danger of reading too much into the results of an attempt to provide this level of analysis.

Linked to the last point, DFID projects often focus on strengthening value chains in a variety of ways. The 2017 CAPR analysed the project data by value chain. The results of the analysis of VCs lists, in the following order, “Inputs, Maize, Rice, Livestock,” and so on. This is an unhelpful mis-description. In conventional language “inputs” does not have a value chain in the same way that maize and rice have a value chain. In usual application of market development (and M4P) language, “inputs” is a value chain function, not a value chain in itself. So, to characterise “inputs” as a specific value chain leads to confusion.

For the 2018 Review, we have separated data about crop type, for example maize and rice, from data about type of intervention, for example value chain development.

3 The 2018 Portfolio – Results from the Inception Phase

When considering the results of this review, it is important to differentiate between projects which:

- Include commercial agriculture – in which some part of the funds applied are used to achieve objectives which relate to commercial agriculture, but other parts – sometimes the great majority – of the funds are used for other sectors, or for cross-sectoral objectives;

and those for which:

- all - or the great majority - of the funds are applied to objectives which relate specifically to commercial agriculture.

The conflation of the two types is unhelpful for a good understanding of DFID's commercial agriculture-related activity.

The first part of this section reports on the results and analysis across the whole portfolio of 70 projects (and programmes) which include a significant component on commercial agriculture. The second part of the section reports on the further results and analysis across the 37 projects for which the budget committed to commercial agriculture specifically can be identified.

3.1 Scale and composition of the Portfolio

This section summarises the changes to the projects within the portfolio, and presents the high-level data on its scale.

3.1.1 Project changes to the Portfolio

The criteria used to determine inclusion in, or exclusion from the portfolio database are summarised in Section 2 and described in full in Annex III.

For the 2018 update of the Commercial Agriculture portfolio, the following changes to the projects contained in the portfolio database were made: -

- 3 projects were removed from the Portfolio, because there were no supporting documents available on DevTracker; and,
- 1 project was removed because it did not meet the technical scope criterion for inclusion.

A list of 10 new projects was identified as potentially suitable for inclusion, based on their having “started” after the date of the 2017 Review, and / or they were included within a list of ICF-funded projects provided by DFID. Of those 10 projects: -

- 2 did not have supporting documents available on DevTracker, and were therefore excluded; and,
- 6 were included in the portfolio database.

The changes to the portfolio are listed in the Tables below.

Table 1 - List of new projects included

Name of the project	Aries Code	Source
Trade Strategy Programme	205260	DevTracker research
CGIAR 2017 – 20: Support to develop and deploy the next generation of agriculture technology to support poor farmers by the international agriculture research organization the CGIAR, 2017-20	204764	DevTracker research
Sustainable Crop production research for international development (SCPRID)	202038	DevTracker research
Productive safety net project Phase 4	204290	DevTracker research
Infrastructure for climate resilience growth in India	204794	List of ICF funded projects
BRACED - Building resilience and adaptation to climate extremes and disasters	202921	List of ICF funded projects

Table 2 - List of projects without supporting documents and excluded projects

Name of the project	Aries Code	Source
Africa food trade and resilience project ⁶	300489	DevTracker research but no document available
BRACED (Building resilience and adapting to climate change in) Malawi	300113	ICF funded project list but no document available on DevTracker
Coastal rural support project	200726	Already in the 2017 Portfolio but no document available
Improving access to agricultural markets in Sierra Leon	205172	Already in the 2017 Portfolio but no document available
Strengthening host and refugee population economics - SHARPE	Not available	Already in the 2017 Portfolio but no link and project not available on DevTracker
Excluded projects		
Clinton Health Access Initiative (CHAI)	204457	Already in the 2017 Portfolio but not relevant to an analysis of Commercial Agriculture, because there is no data about any agriculture component.
Trade Mark East Africa – Rwanda (TMEA-R)	204495	The primary focus is on customs and trading infrastructure and there is no data on any agriculture component.

Deliberately, for this review, no projects were excluded from the portfolio because they were complete, or because they had been complete for some particular period. At some stage, a decision will be required on for how long to retain completed projects within the portfolio, for analysis, but our advice would be to retain these, at least for the next few years.

3.1.2 Number of projects in Commercial Agriculture portfolio

After the inclusions and exclusion described above, the overall contents of the portfolio have changed from 2017 to 2018 as summarised below, and as shown in the comparison table below.

In the 2018 Portfolio:

- Some 70 projects include a significant component of commercial agriculture;
- Those 70 projects have a total DFID budget of £3.5 bn and a total budget – including the funds contributed by other donors, of at least £4.7 bn; and,

⁶ Building resilience and adapting to climate change in Malawi and Africa food trade and resilience project are two new projects added to the portfolio but with no document available on DevTracker

- At least £1,274 m are known to be allocated to commercial agriculture activity but the data do not allow us to determine the split of that between DFID and other donors.

Table 3 - Overview of change in portfolio – 2017 to 2018

	Number of Projects	DFID budget (£)	Total budget (£) – where known	Budget known to be allocated to Commercial Agriculture (£)
2017	68	2,470,063,250	5,233,675,989	na
2018	70	3,534,187,218	4,739,685,333	1,273,682,657

Based on this data, it would be inaccurate to refer to DFID having “a £3.5 bn commercial agriculture portfolio ..”. This is because we know that a significant – but not-yet-quantifiable - part of that budget is allocated to other economic sectors or to cross-sectoral activity.

3.2 Status of the projects

DevTracker uses the categories of status listed below, with the Review team’s understanding of each category:

- Not Started – project exists as a concept, but no expenditure which is specific to the project has been incurred by DFID to date.
- Implementation – expenditure (specific to the project) by DFID has started, initially perhaps on relevant internal costs and on development of a project Business Case, related preparatory work has been or is being undertaken, and / or project activities have commenced on the ground.
- Completion - project activities have been completed, but some costs / invoices may still be outstanding, and the project completion review has not yet been published.
- Post-completion - the project completion review (PCR) has been published; all project-specific expenditure has been accounted; and the project is now formally closed.

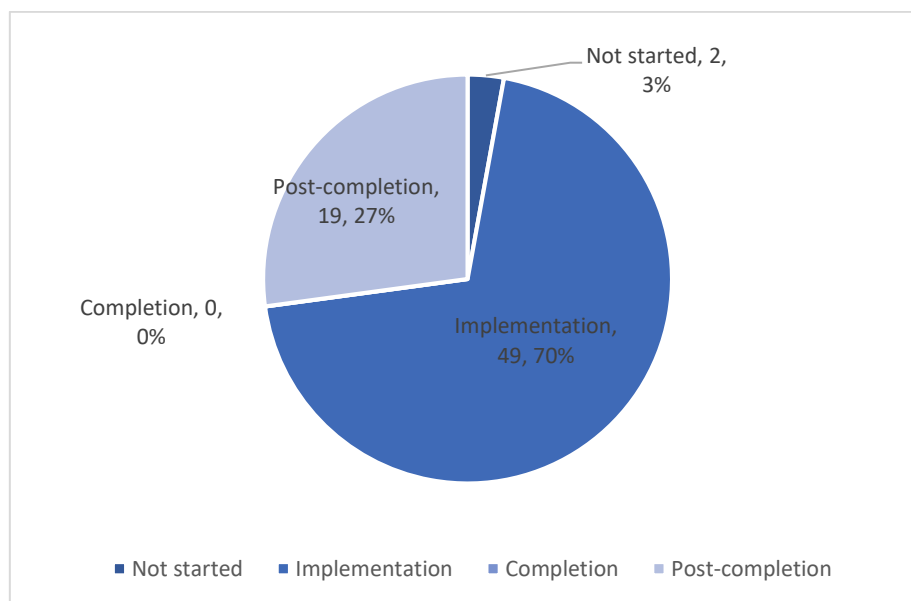
However, analysis of the categories for the 2018 Portfolio suggests that “completion” and “post-completion” are not always used consistently.

Within the 2018 Portfolio:

- Some 19 projects have “post-completion” status, according to DevTracker; but,
- Only 13 projects have a Project Completion Review available, with the remaining projects reported on DevTracker as being post-completion but without there being a PCR available.

The overall breakdown by status is as shown in the chart below:

Graph 2: Breakdown of project status within 2018 Commercial Agriculture Portfolio



3.3 Overview of the main data on the portfolio

The 2018 Commercial Agriculture Portfolio consists of a wide diversity of projects, in terms of general structure (geographical focus, length, overview), financial composition (source of funding, general budget and budget allocated to commercial agriculture), components and impact for smallholder farmers. Each of these elements will be analysed more in depth in this Report but some key figures and comments are useful to have an overview of this portfolio both regarding its construction and the information it provides.

The projects included in the 2018 Commercial Agriculture Portfolio have a total budget of £4.7 billion (for the 66 projects for which a total budget is available). This is 10% lower than the total budget for projects included within the 2017 portfolio, which had a total budget of £5.2 billion. This difference is due to the effects of a) adding new projects, and b) correcting some budget data, that previously did not correspond to the budget reported in the formal documentation.

As part of the early client engagement for the 2018 CAPR, it was agreed that, in the event of any incompatibility of data, that from the documents available in DevTracker should be considered as more accurate than the data on the DevTracker screen. The rationale for this is that the DevTracker database – which contains the data shown on the “front-end” screen - may not be as up-to-date as the documents in the repository. The one exception to this is the Spend to date, for which the DevTracker screen appears to be driven by the entry of actual individual transactions.

The 2018 review found that a substantial volume of financial data on budgets that was included in the 2017 review was taken from the DevTracker screen data and did not appear in the documents published. There are differences in data on both DFID’s own budgets and on total project budgets.

Another potential source of confusion is any attempt to compare – across the whole portfolio – the target numbers of beneficiaries with the actually achieved number of beneficiaries. In fact, this comparison can only be meaningfully made for completed projects. Given that project spend always leads – in time – the occurrence and visibility of results achieved, and given the wide variation in project duration (from 1 to 16 years), any

attempt to compare targets with results across the whole portfolio is only likely to produce misleading data, because there are multiple possible causes of any change in the result of that comparison.

Similarly, for many projects included, the data collected for male and female beneficiaries has not been disaggregated. Of the 70 projects in the whole portfolio, 19 report a separate target for women beneficiaries and 23 report a number of women beneficiaries actually achieved. However, it is difficult to determine whether this is mainly due to the lack of disaggregation, or to a failure to reach and beneficially impact women.

The following table provides an overview of the data on the whole 2018 portfolio, but should be viewed with the caveats above in mind. The data is analysed further in subsequent sections of this Report.

Table 4 - Overview of the 2018 Portfolio Data for 70 projects

	Length	DFID budget (£)	Total budget - where known (£)	DFID spend to date - £	Budget reported as allocated to CA - where known - £	Total target # smallholder beneficiaries	Total target # women smallholder beneficiaries	Total actual # smallholder beneficiaries	Total actual # women smallholder beneficiaries
TOTAL	Na	3,534,187,218	4,739,685,333	2,376,766,056	1,273,682,657	137,959,223 ⁷	4,162,178	29,213,436	3,685,620
AVERAGE	6	50,488,389	71,813,414	33,953,801	35,380,074	1,970,846	59,460	417,335	52,652
Max	16	740,000,000	1,222,000,000	375,000,000	136,000,000	100,000,000	1,240,000	6,779,049	1,321,157
Min	1	2,620,000	2,620,000		2,354,424				
Range	15	737,380,000	1,219,380,000	375,000,000	133,645,576	100,000,000	1,240,000	6,779,049	1,321,157
Median	6	22,750,000	29,893,084	15,520,615	26,955,000	58,994		3,144	

⁷ Please note that CGIAR (204764) alone targets 100 m beneficiaries

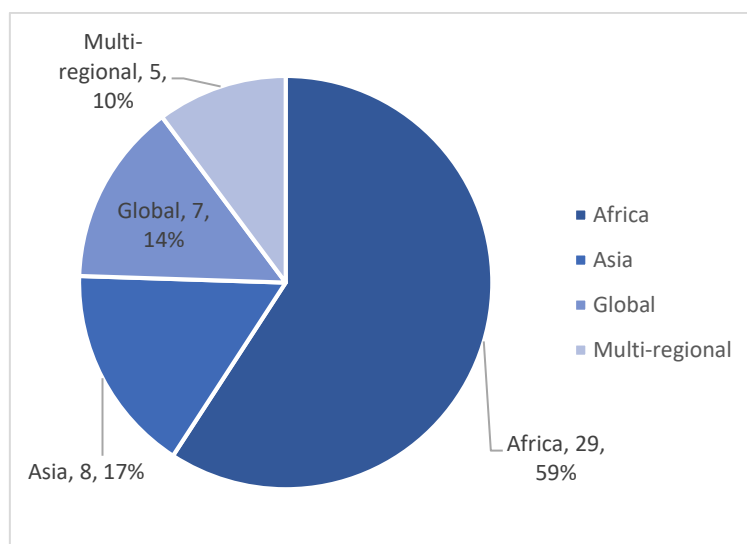
3.4 Geographic distribution

For geographic distribution, the 49 projects that include a Commercial Agriculture component and that are “in Implementation” have been analysed in the 2018 review. The high-level categorisation of geography uses the following:

- Africa;
- Asia;
- Americas;
- Oceania;
- Europe;
- Multi-regional -project focusing on more than 1 region; and,
- Global – projects which are intended to have an impact wider than multi-regional.

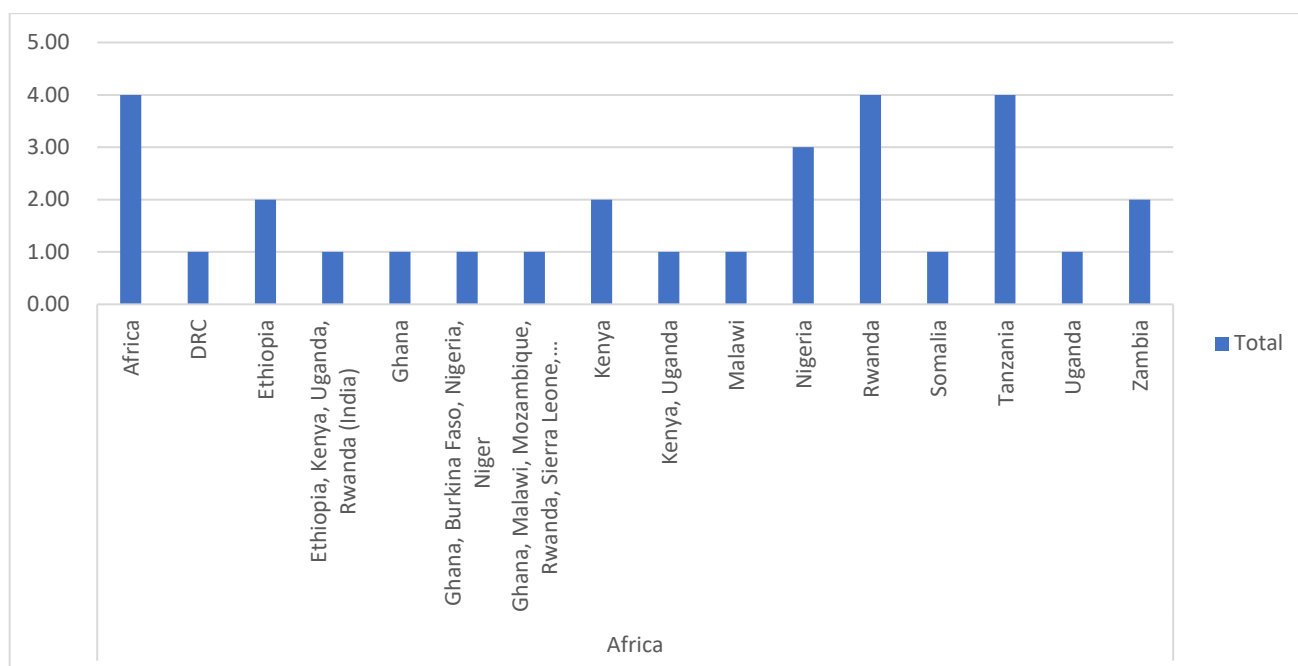
In fact, within this portfolio, there appear to be no projects that aim specifically at the Americas, Oceania or Europe, but some global projects will achieve benefits for countries in some of those regions. Those three categories are not mentioned again.

Graph 3: Geographic distribution of projects by number



Africa is the predominant region of projects that include a Commercial Agriculture component and represents 59% of the number of projects of the whole portfolio. Asia represents 17% of the portfolio and the combination of Global and Multi-regional projects accounts for the remaining projects.

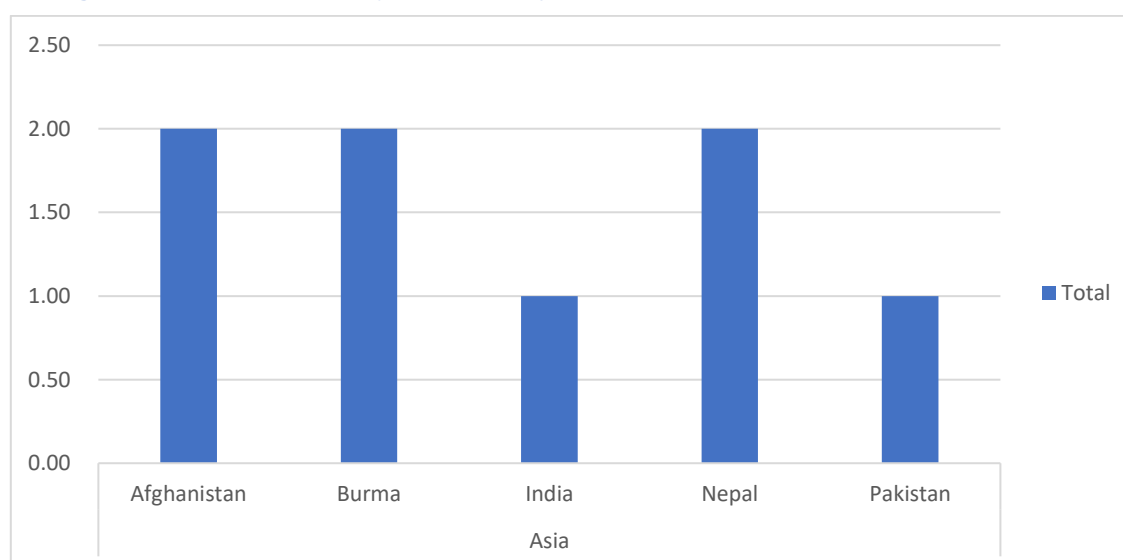
If we look at the number of projects in Africa, we can see that 4 main locations account for 49% of the number of projects in Africa: Nigeria, Rwanda, Tanzania and cross-Africa projects. The majority of the projects coincides with DFID’s main countries of focus: Anglophone West and East Africa.

Graph 4: Specific geographic distribution in Africa - by number of projects

For Asia, if we undertake the same geographic analysis, we see 2 significant factors:

- a lower number of specific geographies compared to the African region (16 in Africa, 8 in Asia), which could indicate a more targeted approach in Asia; and
- an absence of regional Asia projects.

This phenomenon could be explained by the higher diversity of agricultural models in Asia, compared to Africa, making regional approaches less suitable, or there may be other institutional or historical factors.

Graph 5: Geographic distribution of projects in Asia by number

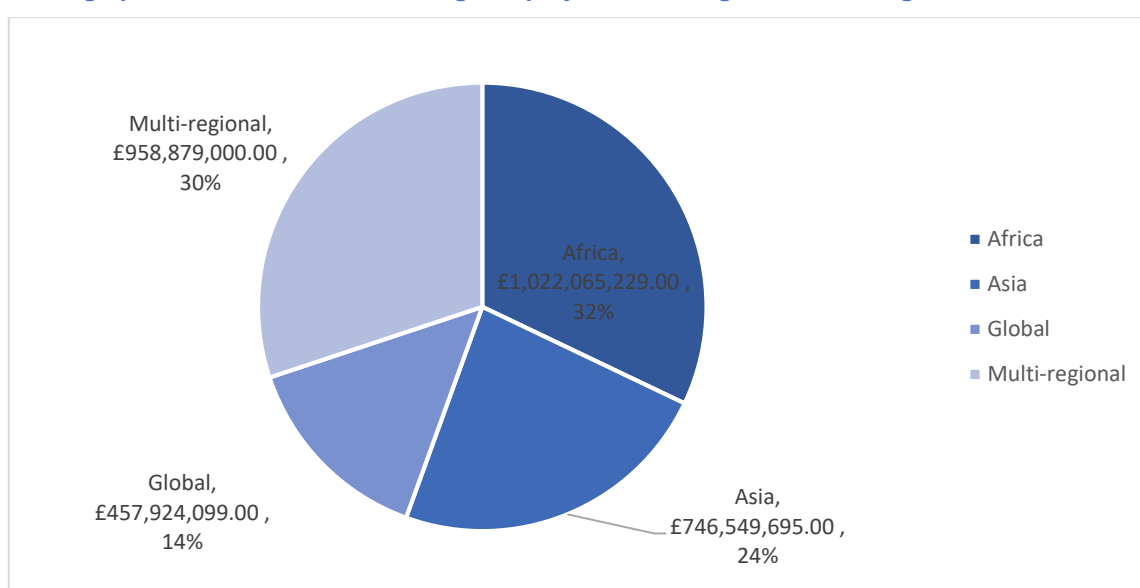
Any geographical analysis by spend is complicated by the lack of some data. The analysis could be of total DFID budget, or total budget if multilateral projects are to be included, or of budget allocation actually to Commercial Agriculture. For the last alternative, suitable data is only available for 37 out of 70 projects.

Nonetheless, an analysis shows that there is only limited correlation between the % of projects by number for a region, with the % budget by region. Africa (representing 59% of the number of projects) represents only 32% of the DFID budget, and Asia (17% of the number of projects) has 24% of the total DFID budget.

However, this point shows the potential effect that a small number of very large projects can have on an analysis, and that this can be misleading, especially if the proportion of those large budgets which is actually applied to commercial agriculture is not clear. This is illustrated by the very high value of one project in Afghanistan, the Afghanistan Reconstruction Trust Fund, for which no good data was available on the funds applied to commercial agriculture, but which represents almost half of the DFID financial commitment in Asia. The rest of the Asian projects are of lower values.

The proportion of DFID budget applied to global projects is similar to the number of projects (14% of DFID Budget).

Graph 6: Geographic distribution of DFID Budget to projects including Commercial Agriculture



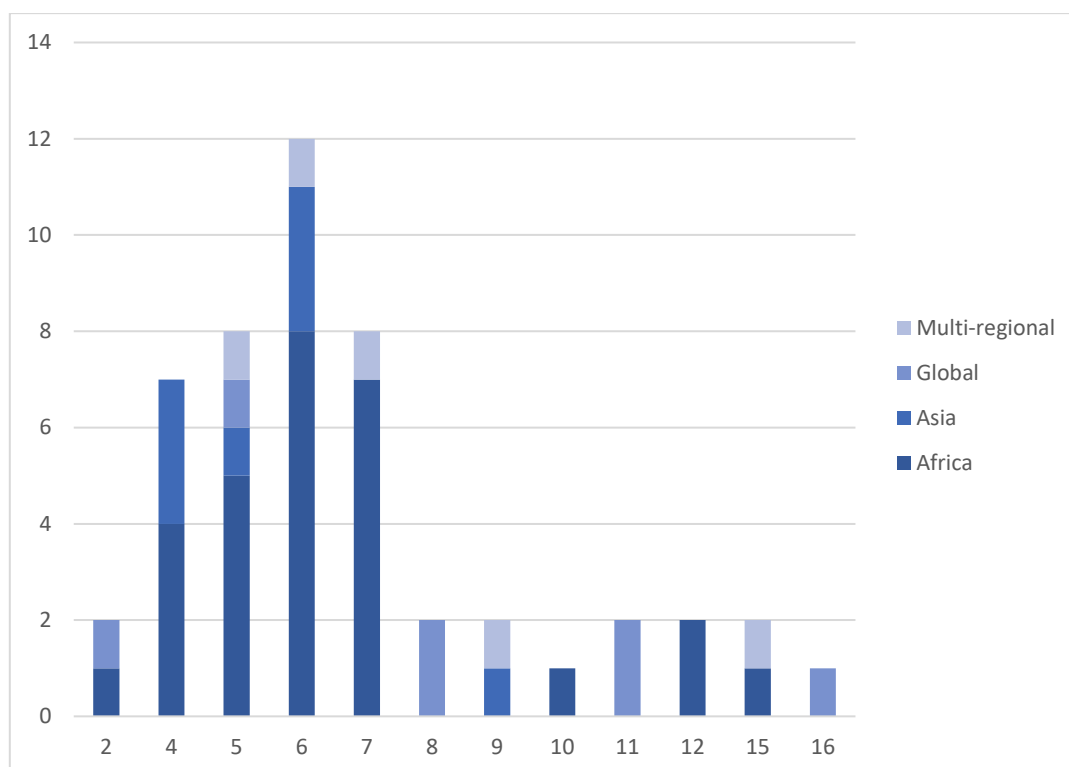
The Table below provides a more detailed summary of the amount of DFID budget country and region. A more detailed financial analysis of DFID financial commitments to Commercial Agriculture will be conducted in a later section of this report.

Table 5 - Distribution of 49 projects by specific geographic location

Geographical focus - specific	# of Programmes	Total DFID Budget (£)	Average DFID Budget per project (£)
Africa	4	64,150,000	16,037,500
Africa, Asia	3	886,000,000	295,333,333
Asia, Africa	1	4,900,000	4,900,000
Global	7	457,924,099	65,417,728
Afghanistan	2	458,000,000	229,000,000
Burma	2	119,509,400	59,754,700
DRC	1	102,500,000	102,500,000
Ethiopia	2	137,403,424	68,701,712
Ethiopia, Kenya, Uganda, Rwanda (India)	1	19,000,000	19,000,000
Ghana	1	15,430,000	15,430,000
Ghana, Burkina Faso, Nigeria, Niger	1	15,000,000	15,000,000
Ghana, Malawi, Mozambique, Rwanda, Sierra Leone, Tanzania, Uganda, Zambia.	1	99,500,000	99,500,000
India	1	10,000,000	10,000,000
Kenya	2	77,981,805	38,990,903
Kenya, Uganda	1	15,000,000	15,000,000
Malawi	1	17,390,000	17,390,000
Myanmar, Malawi, Nigeria	1	32,279,000	32,279,000
Nepal	2	91,040,295	45,520,148
Nigeria	2	73,000,000	36,500,000
Pakistan	1	68,000,000	68,000,000
Rwanda	4	108,650,000	27,162,500
Somalia	1	13,000,000	13,000,000
Tanzania	4	77,460,000	19,365,000
Uganda	1	48,000,000	48,000,000
Zambia	2	41,000,000	20,500,000
Grand Total	49	3,052,118,023	62,288,123

3.5 Project duration

For project duration, the 49 projects that include a commercial agriculture component and that are in Implementation have been analysed in this 2018 review. The project duration is another illustration of the diversity of the Commercial Agriculture Portfolio: the range of duration of projects is 15 years with a minimum duration of 1 year and a maximum duration of 16 years. A majority of the projects – 35 out of 49 (70%) - have a duration between 4 and 7 years. Six years represents both the average and median duration of projects and the 6 years duration category has the highest number of projects, with 12 projects (24%).

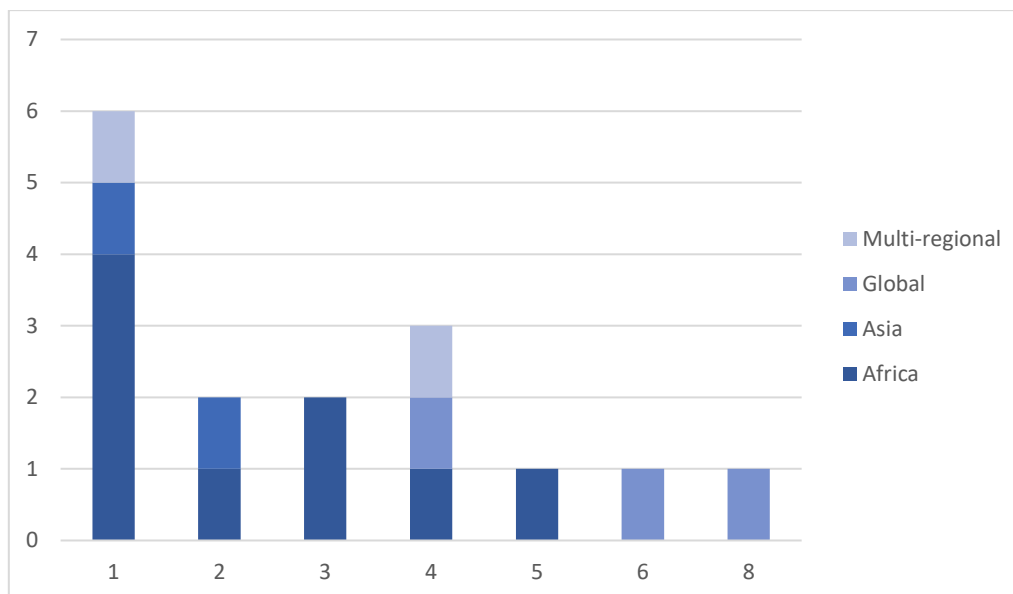
Graph 7: Distribution of projects by duration (in years) and region

There is no apparent correlation between geographic regions and the duration of projects. Similarly, there is no noticeable concentration of geographic regions in terms of duration apart from a slightly higher occurrence of Global and Multi-regional projects in the longer durations. This indicates that a project's duration is – as one would expect - based primarily on its objectives, and not on location.

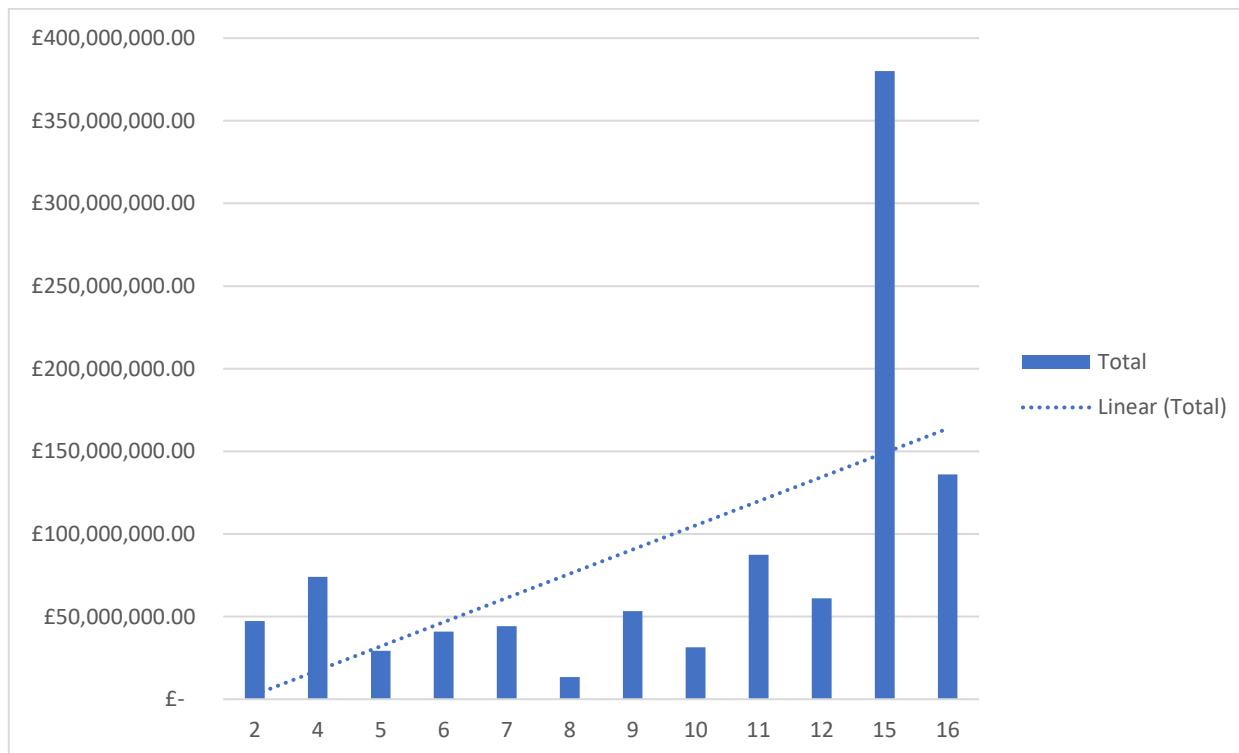
However, there is a correlation between region and extensions – in time - of the length of projects. Within the projects in Implementation, 16 time extensions were reported. Extensions range from 1 to 8 years, and one reduction in length is reported⁸. Out of the 16 extensions, 9 are located in Africa (56% of the projects extensions). This correlation can be partially explained by the higher number of African projects within the portfolio but the low number of project extensions in Asia (second region of the portfolio but with only 2 extensions) suggests that this cannot be the only explanation. Many of the length extensions are for 1 year, with 6 occurrences, accounting for 37% of the extensions. The longer extensions are mainly concentrated in Multi-regional and Global projects, which may be due to greater complexity, and / or greater number of partners involved.

The implications of this data require more in-depth analysis. The cause could be differences in approaches to design and programming, or of risk, and the greater complexity of multi-regional and global projects could result in less predictability and greater need for change to duration.

⁸ Beira Agricultural Growth Corridor (BAGC) 201862 has a length reduction of 4 years

Graph 8: Analysis of projects by length of extension (in years) and region

As might be expected, some correlation of DFID project budget and project length in years is apparent, but again this effect could be distorted by inclusion of a small number of high-value projects. This correlation must be observed with caution, since the small number of projects with a length over 10 years could then affect the calculation of the average DFID budget of these projects.

Graph 9: Average project budget by project length in years

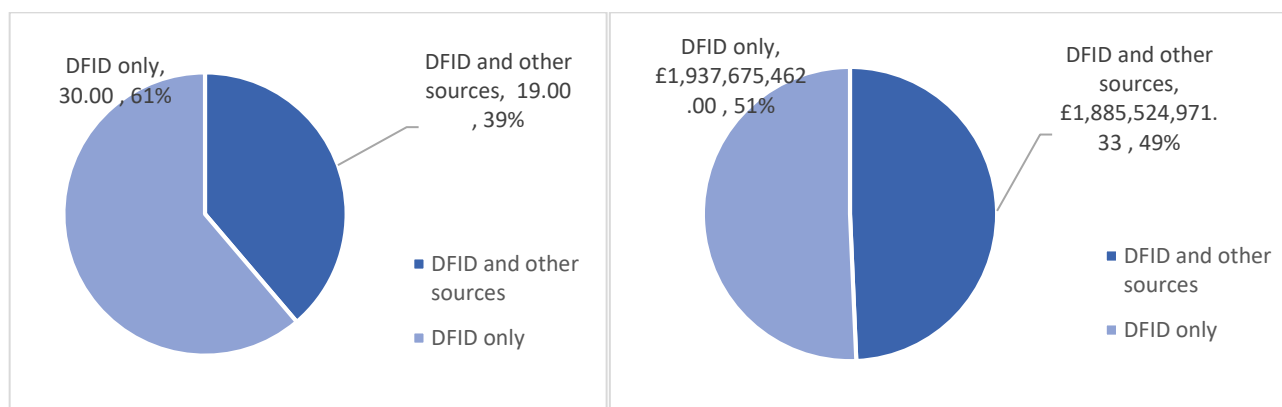
3.6 Sources of funding

The sample of projects used for the analysis of the source of funding is the 49 projects which are In Implementation and which include a commercial agriculture component and for which data on Total Budget is available.

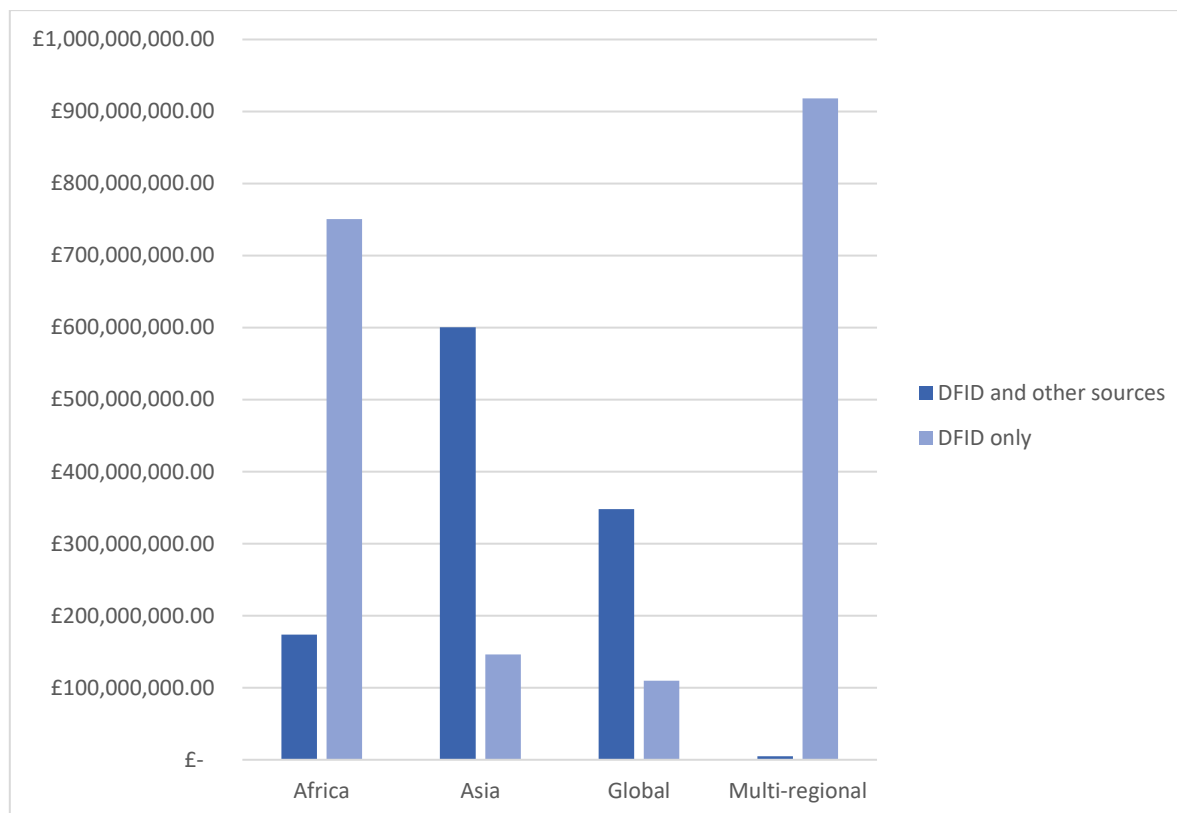
3.6.1 Bi-lateral and multi-lateral projects

By number, the majority of the projects in 2018 – 30 projects out of 49 (61%) – are funded by DFID only: they are “bi-laterally-funded”, the remainder being “multi-lateral” projects. However, when we look at the total value of projects included by source of funding, DFID-only represents 51% of the total funding committed to those projects. Not surprisingly, the average value of DFID-funded projects - £65 million - is smaller than that of multi-donor-funded projects: the average budget for multi-donor-funded projects is £99 million. However, as with some other results, this comparison is significantly influenced by the inclusion in the portfolio of some very high budget, multi-donor-funded projects, such as 202572 *Support to the Global Agriculture and Food Security Programme (GAFSP)*, which has a total budget of over £1 billion.

Graph 10 and Graph 11: Analysis of bi-lateral and multi-lateral projects In implementation – by number (Left) and by Total Budget (Right) in GBP



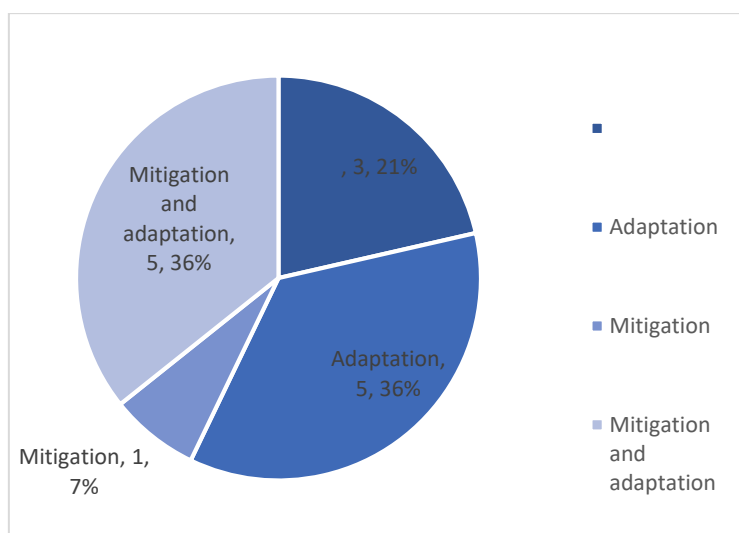
A similar pattern can be seen in a geographical analysis of bilateral and multilateral projects, as shown in the chart below.

Graph 12: DFID bilateral and co-funded contribution by region in GBP

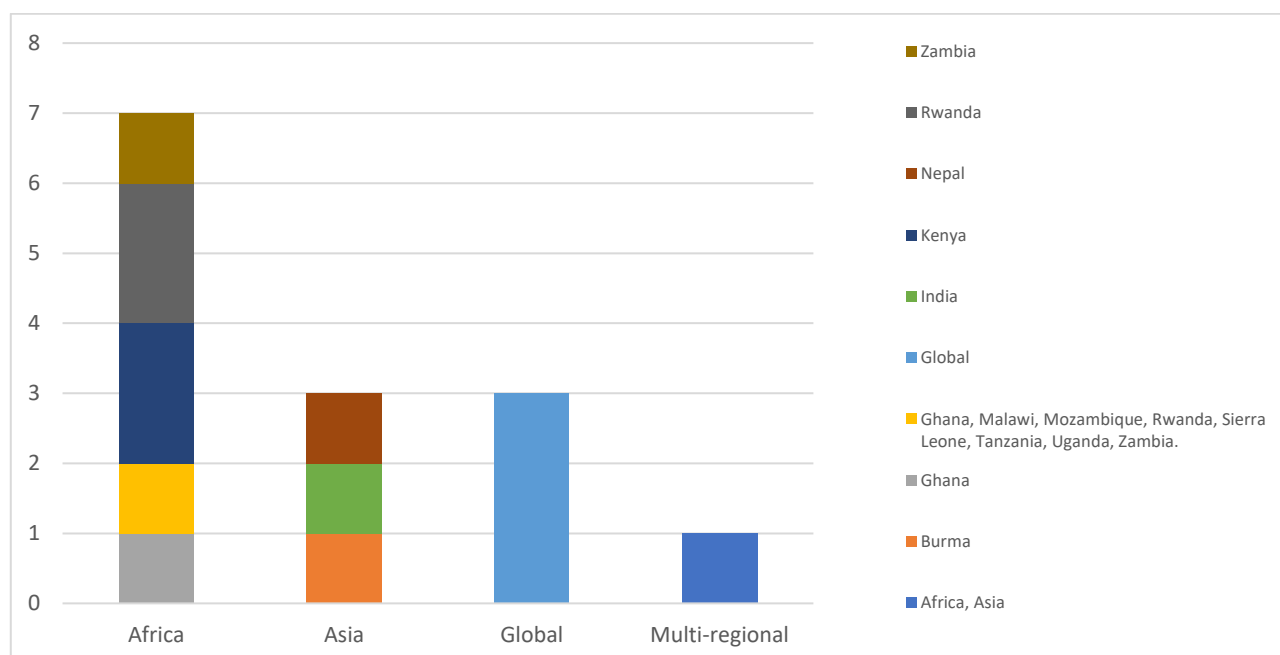
3.6.2 ICF funding

The 2018 Commercial Agriculture Portfolio includes 14 projects (28% of the projects which are In Implementation) which received funding from the UK Government's International Climate Fund (ICF). The total DFID commitment to those 14 projects is £882m.

The categorisation of the types of climate action supported in the ICF-funded projects which include commercial agriculture can be seen in the chart which follows.

Graph 13: Categorisation of climate action in ICF-funded projects⁹

In terms of geographical allocation of the ICF-funded projects that include a commercial agriculture component, we see that Africa is the main regional focus, with a specific focus on Eastern and Southern Africa (Ethiopia, Kenya, Rwanda and Zambia). This geographical focus is also in line with DFID's focus on the regions most affected by climate change.

Graph 14: Geographical Distribution of ICF-funded projects – by number

3.7 Financial size of projects

To have a better understanding of the financial size of the projects, this 2018 review focuses on the projects for which the budget allocated to Commercial Agriculture is known¹⁰. We have seen in the previous sections

⁹ The empty label refers to the project which were not associated to these categories

¹⁰ This is a different approach to that followed for the 2017 Review, which included some anomalous results as a result of including projects in which a significant part of the budget was not allocated to agriculture.

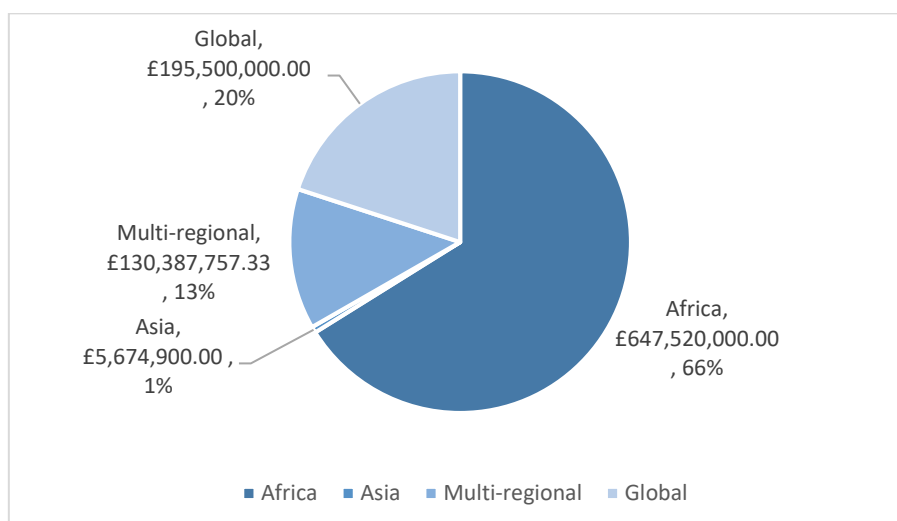
that the diversity of the portfolio includes multiple multi-sector projects and multiple projects which include agriculture components without being exclusively “commercial” agriculture.

However, focusing only on the budget reported for commercial agriculture, to analyse more precisely the financial characteristics of the portfolio regarding exclusively commercial agriculture, has been a challenge because of a lack of information available about the different components of each project. Only a few multi-sector projects, such as the *Private Sector Development Programme Malawi*, included data on the budget allocated specifically to Commercial Agriculture.

For this reason, the financial parts of the analysis of the Commercial Agriculture portfolio will focus on the list of projects for which the budget allocated to commercial agriculture is known. While the total portfolio includes 70 projects which have a significant component on commercial agriculture, for only 37 of those projects (53% of the portfolio, by number) have we been able to identify with confidence the amount of funds committed to Commercial Agriculture. The aggregate amount of that commitment to Commercial Agriculture is £1,273 m representing some 36% of the total DFID commitment to the whole portfolio.

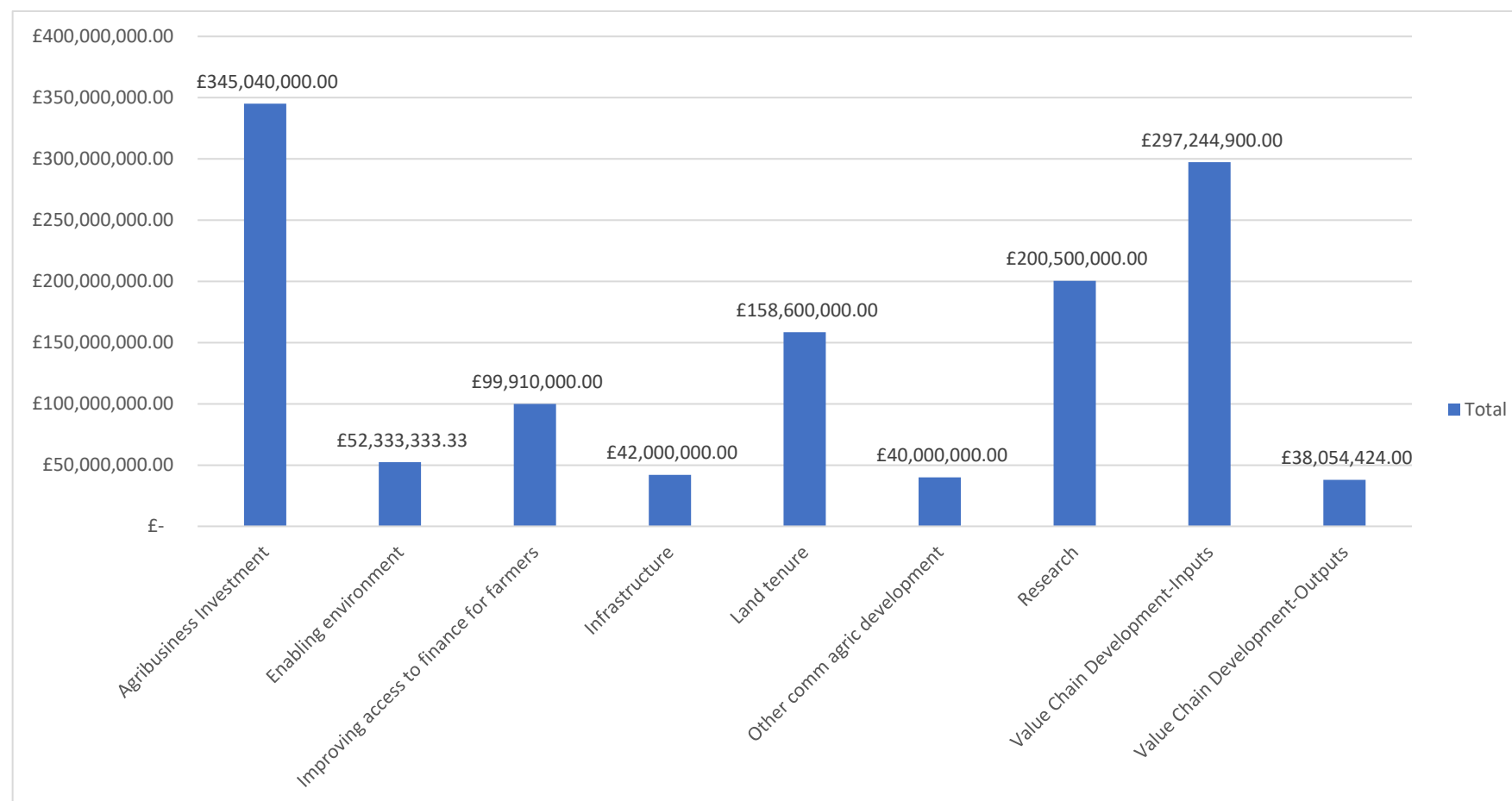
If we first analyse the geographical distribution of this Commercial Agriculture Commitment, we see that the proportion of the commitment to Global and Multi-regional projects is greater than that for the whole portfolio of 70 projects. Similarly, the share of the commitment to projects in Asia is much lower, compared to the result previously shown for the whole portfolio.

Graph 15: Geographical distribution of the DFID commitments to Commercial Agriculture



Data on the full list of primary subsets is shown in the chart which follows.

Graph 16: Primary technical focus of DFID commitments to Commercial Agriculture¹¹¹²



¹¹ Please note that 2 projects (GAFSP and AECF) have been recategorized as requested by DFID staff.

¹² For the main sub-sets, the total DFID budget to the projects (not only the known commitments to commercial agriculture) are as follows : Agribusiness Investment (£1 billion), VCD inputs (£614 million), Infrastructure (£552 million). However, great care is needed with the data because the total budget can include funds committed to other sectors.

We do not think it is possible to assess the actual cost per beneficiary across the whole portfolio, because only a minority of the projects (19 out of 70) are reported as completed, at which point “actual” results will be available. Any attempt to assess such aggregate unit costs, and changes to that over time, are more like to reflect changes in the mix of projects, and of their stage of implementation, than a real change in actual unit cost.

3.8 Types of project

3.8.1 Commercial agriculture focus of the projects

After assessing the general composition of the portfolio, the 2018 Commercial Agriculture Portfolio Review also analysed the composition and characteristic elements of the projects. The first criterion of differentiation has been to identify the projects focusing exclusively on commercial agriculture (Mono-sector) as opposed to those which include commercial agriculture as just one of several sectors of the economy which a project covers (Multi-sector). This differentiation is a priority for the deeper analysis of the components of the projects.

With regard to the projects in the portfolio which are In Implementation phase, the 2018 Review found 22 mono-sector projects (45% of the projects), representing some 23% (£722m) of the DFID-committed budget to those projects.

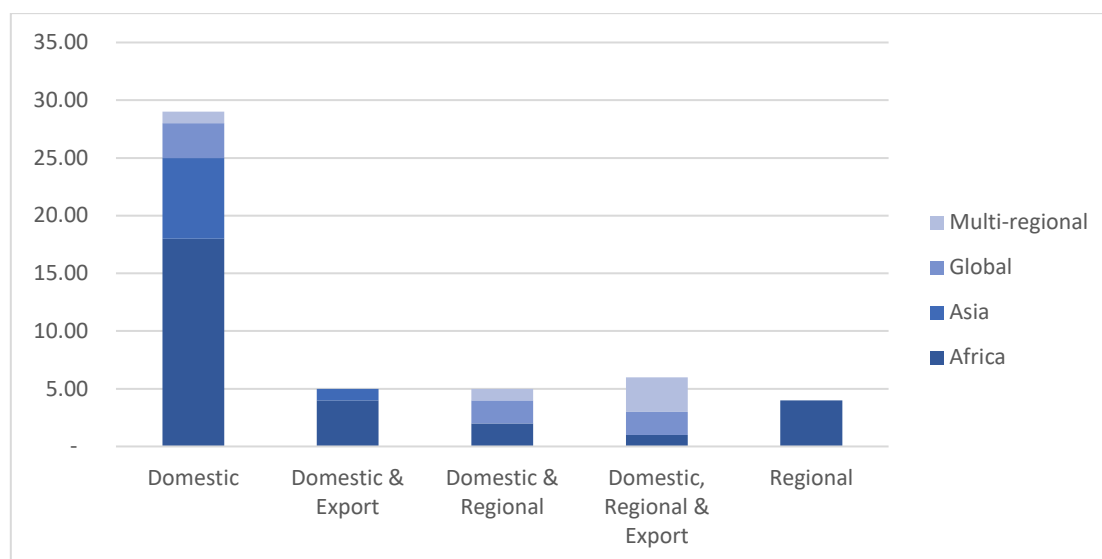
The first results show the difference in average size of the Mono and Multi-sector projects: the average DFID budget for the mono-sector projects identified above is £35 million, around one third of the average DFID budget per multi-sector project which is £91 million. Commercial Agriculture is used as just one sector among others in most of the relevant DFID development projects and there is a minority of exclusively Commercial Agriculture projects.

3.8.2 Market Focus

For many projects, the market focus is not explicitly stated in the documentation and a judgement has to be made based on other parts of the text descriptions.

From the data available, it appears that the majority of the interventions focus on the domestic market alone (59% by number of the projects in Implementation). On the other hand, none of the projects analysed were focusing exclusively on export markets. We also see a small number of projects focusing exclusively on Regional market and that all these projects are located in Africa. The high number of projects which focus on domestic markets in Africa and the observation of regional markets corroborates the hypothesis raised earlier about projects in Africa and Asia: the African commercial agriculture sector seems more favourable to the implementation of regional projects and, in a majority of cases, projects in Africa and Asia target key countries through their domestic market. This element also confirms the characteristic noticed earlier in this report about the diversity of the Asian market compared to the African agricultural market.

It is also important to notice that a significant number of projects are focussed on multiple markets: they include 2 or more of the 3 types of markets analysed in this review (Domestic, Regional, Export). Altogether, they represent 41% of the projects in Implementation, and are particularly linked to Multi-regional and Global Programmes, perhaps more favourable to a cross-markets impact.

Graph 17: Market focus of projects in implementation, by region

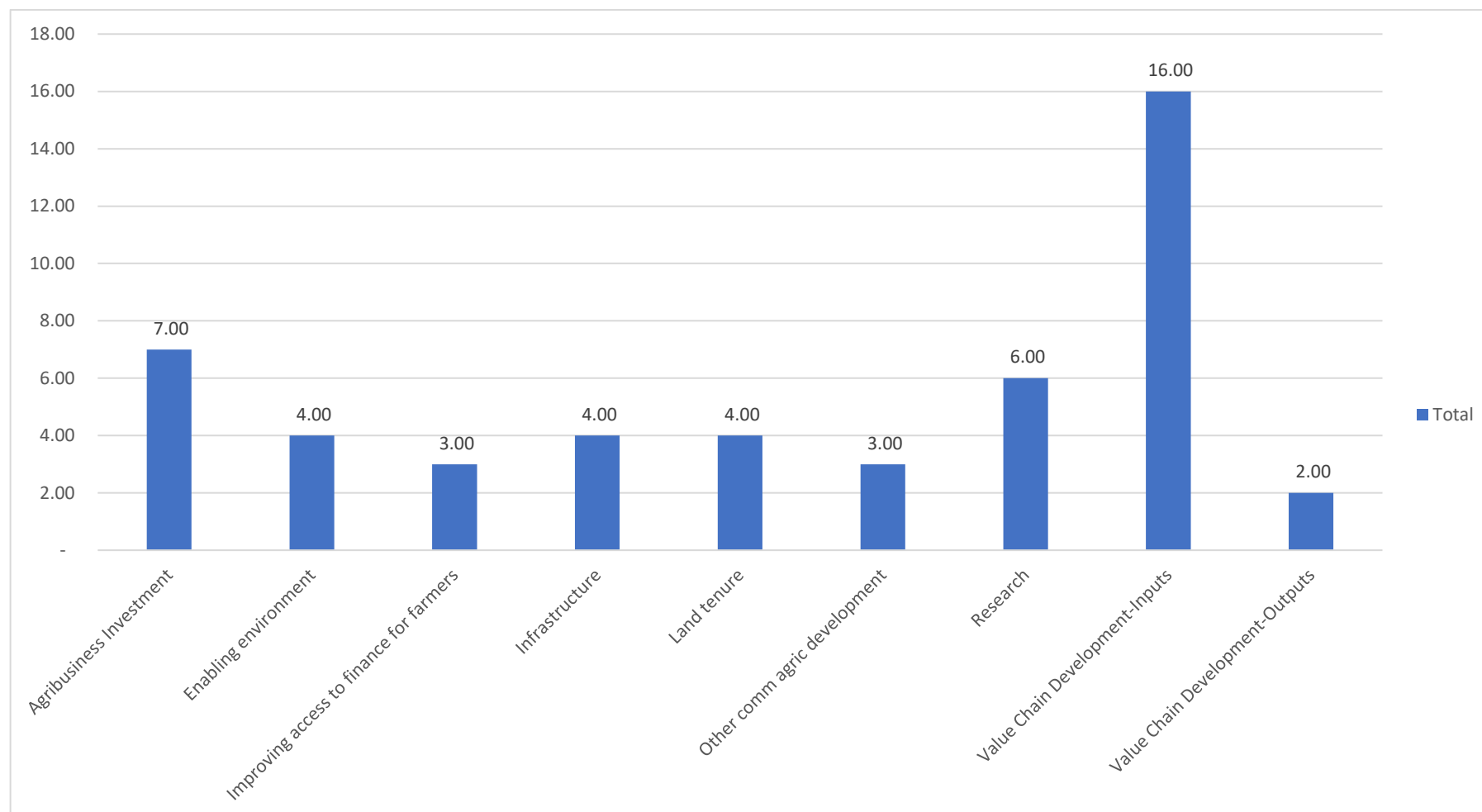
3.8.3 Classification by Subset and Sub-bullet of Commercial Agriculture

In the absence of a common classification of DFID’s projects, an analysis of the components of each project relies mainly on the interpretation of each project by the reviewer, based on the documents available about each. To ensure the consistency of the component analysis over the year, the reviewer would recommend using a common set of categorisations for DFID projects and the reporting against those categorisations in the Annual Review and official documentation of the projects.

The data on the analysis of projects by primary sub-set are shown on the next page. This shows that the 49 projects in implementation are widely distributed amongst the primary sub-set, with only “Value Chain Development – Inputs” standing out as a larger group, with 33%, by number - of the 49 projects in implementation.

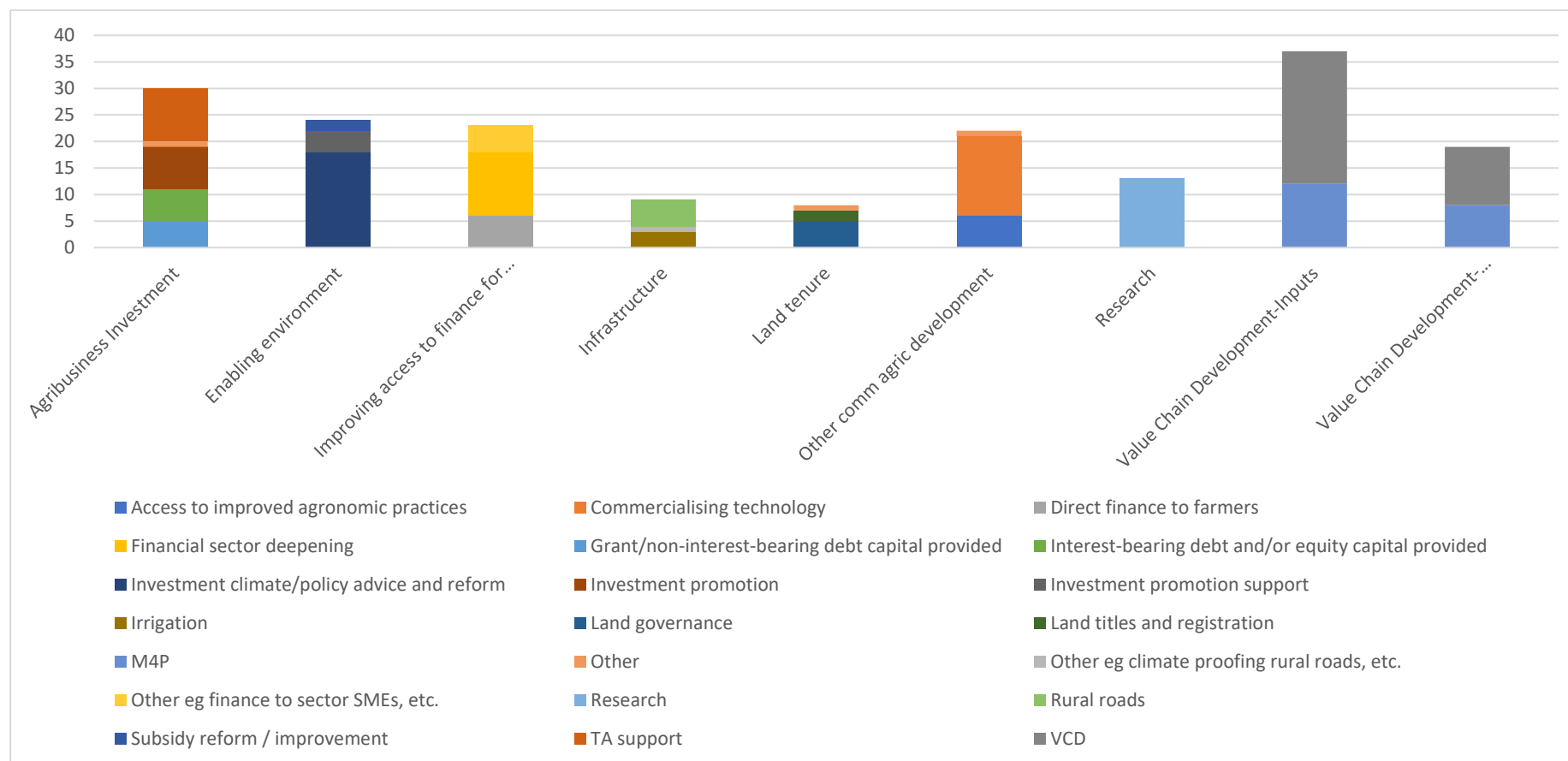
The analysis of projects by main sub-set can be seen in the charts which follows. For reasons stated elsewhere, the trends in this analysis over time cannot yet be determined, because – by agreement with DFID - this 2018 Review uses a different group of sub-sets.

Graph 18: Distribution of Primary subsets within Commercial Agriculture¹³



¹³ Please note that 2 projects (GAFSP and AECF) have been recategorized as requested by DFID staff

Graph 19: Distribution of Projects in Implementation by Type - Sub-sets and Sub-bullets

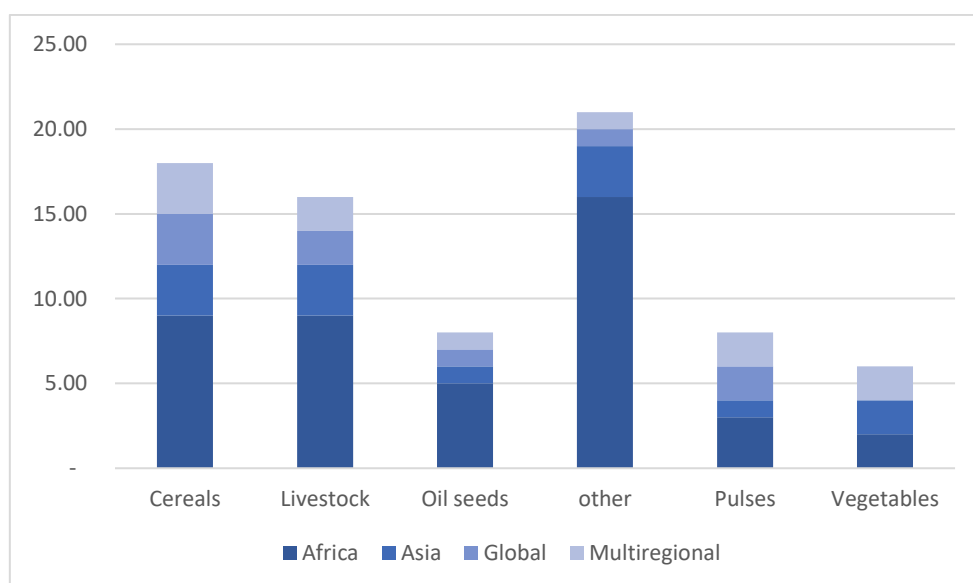


3.8.4 Preferred crops

Regarding crop type, 19 projects (39% - out of the 49 projects that are “In Implementation”) are not crop specific, whilst all the others include at least 1 type of crop as a focus. Once again, to allow a better analysis of the types of crops, after discussion with DFID, we have used a categorisation of crop types which focuses on a smaller number of wider categories. It is also important to note that in the case of a focus on 2 crops within the same category, this category has only been counted once (e.g. Corn and Maize would only be counted once as Cereals).

We can see that Cereals and Livestock are the 2 main “crop” types included in the portfolio. It is also important to notice the significant number of projects categorised as using the “Other” crop types. These mainly cover Dairy, Cotton and Horticulture, which individually would not have a high share of the portfolio.

Graph 20: Incidence of crop types / groups as focus of projects in implementation



3.9 Cross-cutting issues – climate, GESI and nutrition

Climate, Gender and Social Inclusion and Nutrition are the three cross-cutting issues which have been analysed for the 2018 Commercial Agriculture Portfolio Review.

Within the 49 projects In Implementation:

- 24 projects (49%) include a specific aspect of Climate Smart Agriculture
- 47 projects (96%) include aim to integrate a GESI consideration, and
- 35 projects (71%) aim to achieve nutritional benefits.

All the projects include at least one of the three cross-cutting components, demonstrating the prioritisation given to these issues by DFID in its Commercial Agriculture projects.

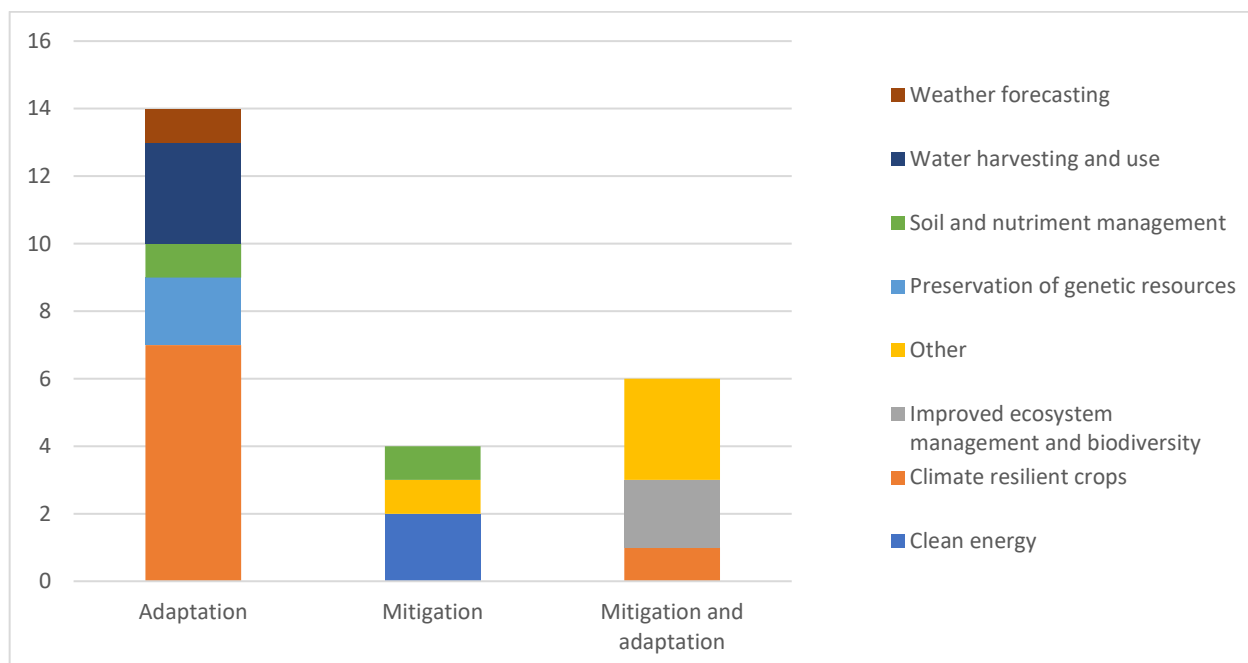
3.9.1 Climate

Climate change is often included with commercial agriculture through encouragement to the practice of Climate Smart Agriculture (CSA). CSA aims to transform and reorient agricultural development to the new realities of changing climate. As mentioned, 24 of the projects in Implementation include a CSA component:

and most projects include some attention to the implications of climate change. The remaining implementation projects mainly cover climate through environmental impact and risk assessments.

We have seen earlier in this report that CSA can be broadly disaggregated between Adaptation, Mitigation and Adaptation & Mitigation. The chart below illustrates the particular aspects of CSA which are being supported within the projects in Implementation Phase

Graph 21: Incidence of CSA elements by project type



Some of the significant achievements noted from the Review regarding climate change include the following:

- 5,444,154 people supported to cope with Climate Change on BRACED
- 1,515,434 people with improved resilience on NUTSEM
- 57,374 jobs created by MAP (but note that it is not clear from the source *if this result adheres to the strict inclusion criteria of ICF KPI 5*)
- An estimated 30,000,000 tCO₂e avoided on ASAP
- £720m private finance leveraged on the Programme of Support to Agriculture in Rwanda
- £40m public finance leveraged on Infrastructure for climate resilience growth in India

Within Section 3.10 below, we report on the use of the ICF Key Performance indicators (KPIs) in the portfolio. The table below illustrates the ways in which the main activities in the relevant projects contribute towards the ICF KPIs are described in the following table.

Climate Smart Agriculture Category	Associated KPI
Clean Energy	KPI 2 - Number of people with improved access to clean energy
Climate Resilient Crops	KPI 1 - Number of people supported by DFID programmes to cope with the effects of climate change KPI 4 - Number of people whose resilience has been improved
Improved ecosystem management and biodiversity	NA
Preservation of genetic resources	NA
Water harvesting and use	KPI 1 - Number of people supported by DFID programmes to cope with the effects of climate change KPI 4 - Number of people whose resilience has been improved

It should be noted that ICF uses quite specific definitions of the KPIs and guidance on the measurements of targets. While good progress has been made in general aligning of projects with the implications of changing climate, it cannot be said at the moment that all projects in DFID's commercial agriculture portfolio are using the exact definition and target measurement that ICF has applied.

3.9.2 Gender and Social Inclusion

Regarding the second cross-cutting component, nearly all the projects in Implementation – 47 projects out of the 49 - include a **Gender and Social Inclusion** (GESI) aspect. Even though GESI is reported as the main cross-cutting component within the portfolio, this view needs to be considered carefully in the light of the reality of the portfolio. In practice, the application of different approaches is more variable and many projects (including both those which do, and do not, claim to be applying a GESI approach) do not disaggregate their results by gender.

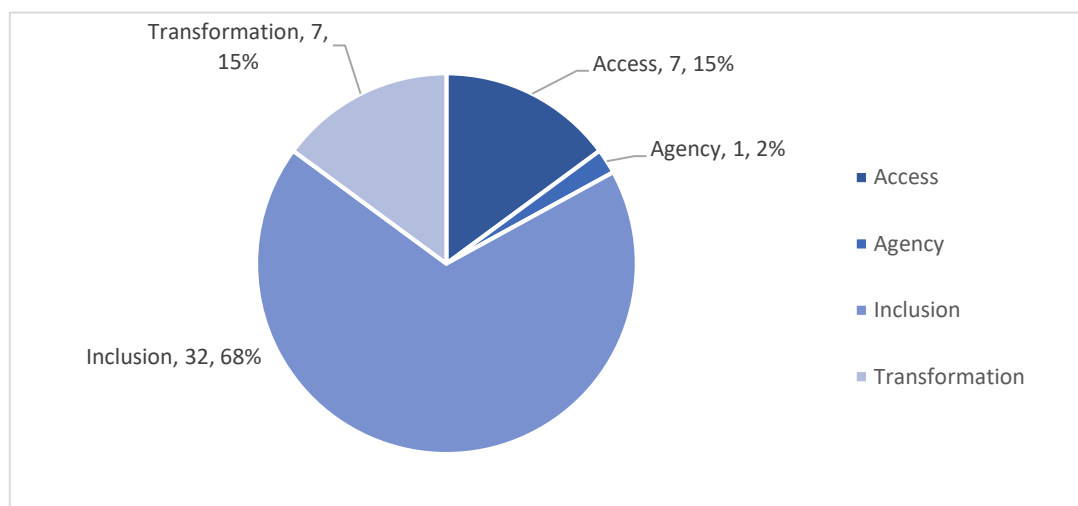
To analyse the GESI component, we used the following interpretation of four main GESI categories:

- Inclusion - these include female participation, incentivising women training participation, ensuring both women and men have access to project services, training for improved practices, etc;
- Access - employment generation for women, making agricultural inputs more accessible to women, enabling participation in non-traditional sectors, financial services that target women;
- Agency - supporting women to organise economically, increasing women representation in decision-making, strengthening women land tenure security; and,
- Transformation - women in work, grants to improve economic opportunities, quality of the workplace, appropriate farm mechanisation suitable for women, gender relations in commercial agriculture, addressing the root causes of gender inequality¹⁴.

¹⁴ The projects adopting the transformation approach were as follows: Africa Agricultural Development Company (AgDevco), Agriculture Policy Research in Africa (APRA), Beira Agricultural Growth Corridor (BAGC), CDC Programme of Support in Africa and South Asia (2015-2018), CGIAR 2017 -20: Support to develop and agriculture technology to support poor farmers by the CGIAR, Climate Smart Agriculture in Africa, Development of Agricultural Rural Markets Project in Zambia, Livelihoods and Food Security Trust Fund for Burma (NUTSEM) phase 2, MSINGI - Developing Competitive Industries in East Africa, Northern Uganda: Transforming the Economy through Climate Smart Agribusiness (NU-TEC), Rwanda Agriculture delivery grant Trade in global value chains initiative.

Looking at the analysis of the categories, we can see that a majority of the GESI approaches focus on Inclusion. Nonetheless, this does not always translate into the reality of targeted activities for GESI but can sometimes be based only on the fact that results are disaggregating between male and female farmers. Moreover, several projects include Gender in their analysis as a cross-cutting issue but do not systematically disaggregate their results. Another argument demonstrating the discrepancies between the high level of inclusion claimed in the Annual Reviews and the reality of the activities dedicated to GESI is the very low number of GESI component focusing on “Agency”, showing the limited involvement of women in decision making or land tenure in these commercial agriculture projects.

Graph 22: Incidence of GESI approaches



DFID has recently carried out its own, more in-depth gender ratings for the projects in the portfolio. The results of this were received from DFID by the authors just as this report was being finalised and they have not been assessed in detail.

The description received from the DFID team about this rating was as follows.

“The review was conducted on 42 commercial agriculture programmes. Overall, the analysis suggests that the majority of the programmes in the commercial agriculture portfolio are gender-responsive and have a good outreach among women as beneficiaries. Of the 42 programmes sampled, 55% (23 programmes) are rated “gender-responsive” and a further 21% (9 programmes) are rated as “gender-responsive plus”; only 10 programmes are rated “gender-aware”. None of DFID programmes sampled is found to be gender-blind, meaning all DFID programmes include some kind of specific interventions or mechanism to promote WEE.

For this rating the Bishop framework was applied¹⁵ but the scoring system has been adapted for the purpose of this review. Programmes were first categorized based on aggregated score of different dimensions of a programme from a gender perspective, then given a rating of overall performance on gender-responsiveness. Based on aggregate score each programme was categorized as:

Category 1: Gender blind or neutral: programmes do not include any specific interventions or mechanisms to promote WEE;

¹⁵ Bishop C (2017) Women’s Economic Empowerment and Agribusinesses: opportunities for the gender transformative agenda, report prepared for the Global Donor Platform for Rural development

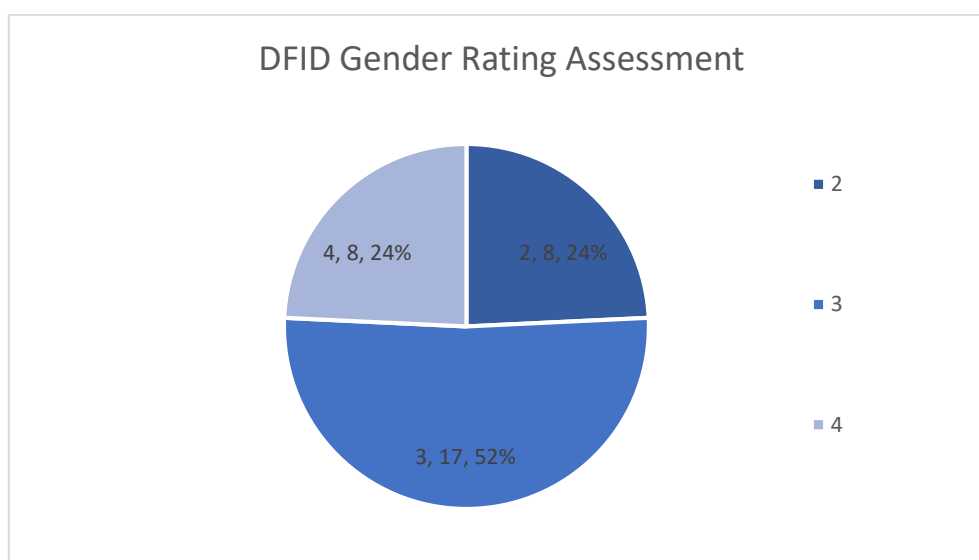
Category 2: Gender aware: programmes which pay modest attention to addressing WEE in terms of programme structure and field activities;

Category 3: Gender-responsive: programmes which mainstream gender across the programme structure and field activities in order to broaden and deepen women's inclusion and empowerment and

Category 4: Gender-responsive plus: programmes which go beyond mainstreaming gender across the programmes structure and field activities by introducing innovative elements to understand and address some of the underlying cause of gender inequalities."

The results for the projects within Implementation Phase are included below using the category definitions above.

Results of DFID gender rating assessment on the projects in Implementation



In broad terms, further confidence in the DFID ratings was established through the qualitative 'deep-dive' interviews conducted in this review. The more detailed analysis in the ratings, is of a higher quality than the publicly reported project information on DevTracker. However, there is some subjectivity: for example, the CASA programme is rated 3, but this project has not really begun and has not reported any data yet – in this context the 3 refers to an intended strategic change in gender and inclusion, as set out in the Business Case, rather than a realised deliverable.

The domains focused on in this review of the portfolio are inclusion, access, agency and transformation.

- There is likely to be a degree of redundancy in the reconciliation of the DFID grades 1-4 with the 4 categories of this review but it is likely to be very subtle. Much more work would be necessary to develop a sense of confidence that there was complete alignment.
- At a high level, the review suggests there are no projects that are No1 (DFIDs ratings), or Gender Blind, or not inclusive of women, as all projects exhibit data disaggregated by sex.
- There is a broad alignment between DFID's gender rating No2 and categorizations of inclusion and access in this review consistent with the terminology Gender Aware. The DFID gender rating No3 is consistent with projects that have been classified as improving women's' Access and Agency and correspond to terminology identifying them as Gender Responsive. Within DFID's

gender rating No4 there are a few projects that were included in this review as Transformative for women or Gender Responsive Plus.

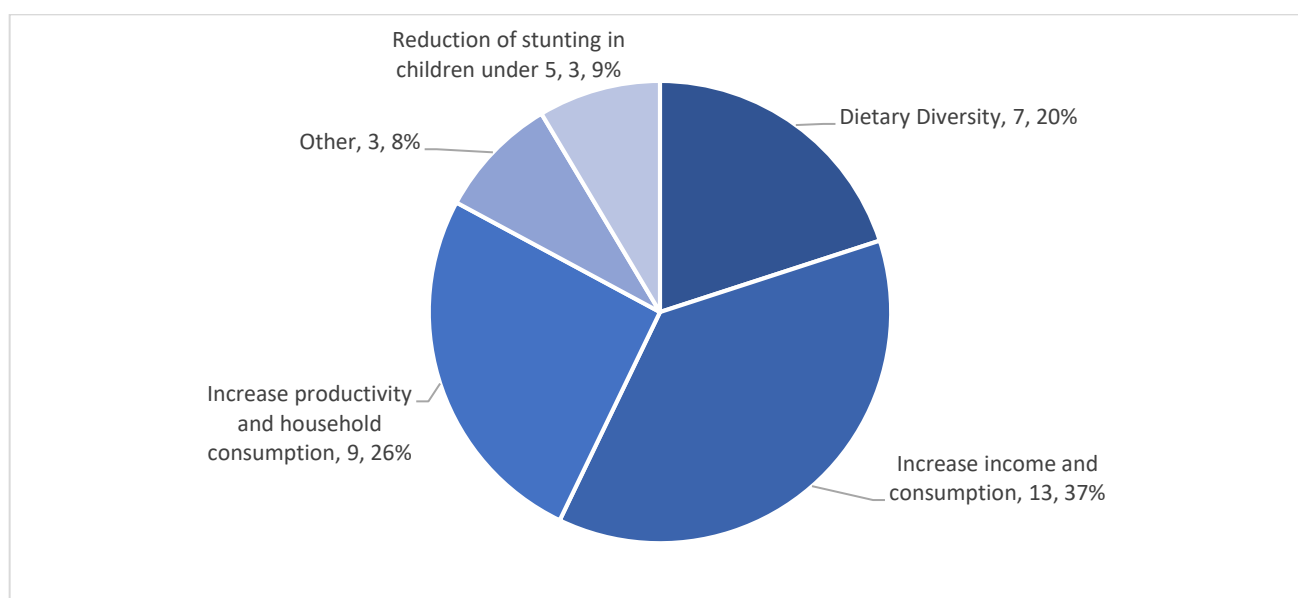
Without further analysis it would be difficult to separate the DFID categories No3 and No4 with the definitions here of advancing Agency and Transformation because the publicly available data do not provide adequate detail to make assertions that its one or the other category and it may be the case that both categories are included in a single project in varying capacities.

3.9.3 Nutrition

Nutrition is the third cross-cutting element analysed for Commercial Agriculture programmes and projects and is included within 35 of the 49 projects in Implementation (71%). Nutrition is taken to cover both the quantity and the quality of food available to a smallholder (and her / his family), to improve their food security. To address the diversity of nutrition characteristics, we have considered it under four categories (dietary diversity, increase in income leading to improved consumption, increased productivity and consumption, and reduction of stunting in children under 5 years).

The main vectors for better nutrition are increasing either the incomes to increase household consumption levels and thus food security (30%) or the productivity-driven increases in household consumption (28%). The high number of projects using Income as a source of improvement for nutrition can be explained by the fact that incomes do not only have external positivity for nutrition in the commercial agriculture sector. This also partly explain the high number of projects within the portfolio that integrate this nutrition component: by impacting production and income, they indirectly impact nutrition and food security. We can then differentiate dietary diversity and reduction and stunting as specific focus on nutrition and impact on production and income as direct and/or indirect sources of impact on nutrition. Impacting smallholder farmers' incomes is then a way to impact not only their productivity, and / or access to new inputs and services, but also their consumption and nutrition. On the other hand, we can see that the reduction of stunting, requiring specific health-oriented programming and perhaps a higher budget, represents a less-frequent approach within this portfolio.

An analysis of the nutrition elements within use in the projects within Implementation is shown in the following chart.



3.10 Indicators in use, Targets, Outcomes and Impacts

3.10.1 General comments on the Indicators of the Portfolio

In general, any analysis of the portfolio's indicators, targets and actual results for Outcomes and Impact must be viewed with caution. This report has summarised earlier some of the challenges impacting on the quality of a review of indicators within this portfolio, the main one being the relative inconsistency of the types and the quality of the indicators used. Indeed, for all aspects of this Portfolio Review, but especially for results indicators, the availability and quality of the publicly available data is the biggest constraint to a high-quality and meaningful analysis of the portfolio.

Out of the 70 projects included within the portfolio, 66 had an annual review available. For the 49 projects within Implementation Phase, an AR was available for 47. However, the content of the Reviews is not as consistent as one would expect (from the SMART Rules guidance) and several empty files have been uploaded to DevTracker, such as the logframe for the 2017 Annual Review of the *East and Southern Africa Staple Food Market Programme* (Aries 202580). Also, it is important to note the relative inconsistency of the data regarding targets: some annual review reports are based on Milestones; others on Programme Targets; and others refer to "progress", without specifying in which period (to date, or in the last reporting period?) or against what. This inconsistency is a significant challenge for the analysis of the impact of the projects.

Moreover, another important challenge is the date of production, and / or publication, of the Annual Report or the Logframe from which information has to be taken. Out of the 66 projects (all phases) with an available annual review, 23 of them (35%) were dated from 2016 or earlier, but of those, only 7 ended during or before 2016, indicating that for 16 projects the most recent Annual Review available dates from at least 2 years ago. The quality of the analysis which is achievable is dependent on the timely availability of up-to-date reports and data, in order to deliver a precise snapshot of the impact of the projects. Any time-series of data, to analyse and show trends, also requires both accurate, consistent and timely availability of data.

A last challenge for the analysis of indicators across the portfolio has been the variability of the indicators used to measure the impact of the projects. This can be explained in large part by the diversity of projects, of their origins and their components. It is understandable that a project focusing on research, will not report on the same indicators and in the same way as a project focusing on Enabling Environment or Land tenure. Similarly, given their variety of origins and areas of focus, projects will not target the same population of beneficiaries, even if though they all focus on Commercial Agriculture.

3.10.2 Use of different targets in the Portfolio

The projects within the portfolio currently use a mix of similar, but not quite the same targets, regarding the main target group of beneficiaries. This mix includes targets for smallholders, farmers, smallholder farmers, smallholder households, beneficiaries, rural beneficiaries and rural communities, often without making clear the specific definition – if any - in use. Hence, there are significant constraints on the aggregation and analysis of results which can be done. Similarly, as already highlighted, not all the projects have systematically disaggregated their targets and results by male and female farmers. Some of them have only partially disaggregated, and others only disaggregated either the targets or the actual results, but not both.

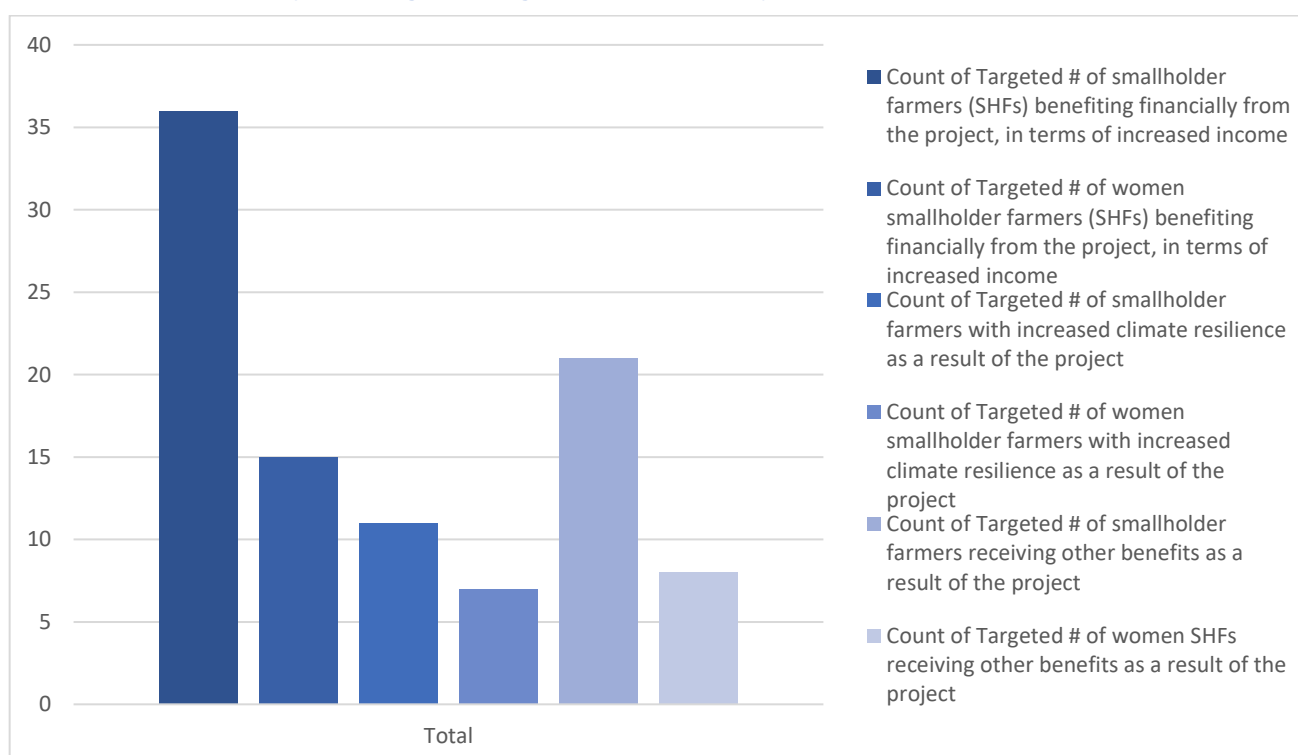
However, part of the purpose of this Review is to establish to what extent there is – or is not – consistency across such indicators. We have analysed the use, or not, of a group of more specific indicators, particularly for smallholder farmers. For this 2018 Review, in consultation with DFID we have adopted the use of the following categories of primary "beneficiary" groups: -

- a) Number of smallholder farmers (SHFs) benefiting financially from the project, in terms of increased income (Financial would include productivity improvement, which is assumed to lead to an improvement in income.)
- b) Number of women SHFs benefiting financially from the project, where disaggregated.
- c) Number of SHFs with improved climate resilience as a result of the project.
- d) Number of women SHFs with improved climate resilience as a result of the project, where disaggregated.
- e) Number of SHFs receiving other benefits as a result of the project (e.g. with improved access to markets, finance, or inputs).
- f) Number of women SHFs receiving other benefits as a result of the project, where disaggregated.
- g) Total number of SHFs who received benefits – the total of a, c and e above.
- h) Total number of women SHFs who received benefits – the total of b, d and f above.

3.10.3 Analysis of target indicators

In view of DFID's requirement for more-granular analysis of, amongst other things, the use of different types of logframe indicators for performance targets and results, this review has analysed the actual use of the various different types of target indicators, using the categorisation above for the main types. The results of this analysis are shown in the chart which follows.

Graph 23: Number of projects using each target indicator – all projects



The analysis shows a general lack of consistency of targets across the portfolio, with even the most commonly-used target indicator appearing in 36 projects, just over half the total number. On average, less than half of the targets in use of this type are disaggregated to show numbers for both male and female farmers.

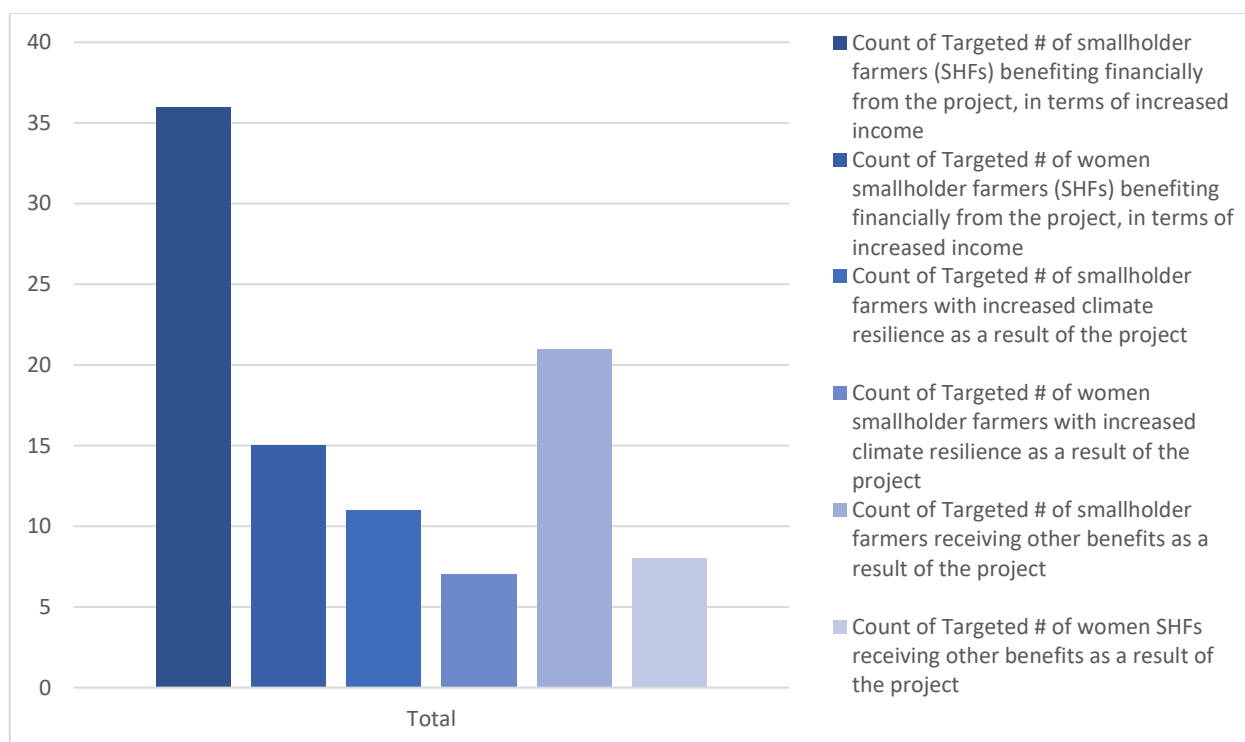
The particular challenges which the absence of a common set of target indicators include the following: -

- Some of the indicators appear to be required to measure the impact of any project aiming to provide benefits to commercial and emerging-commercial farmers: the absence makes it difficult to measure the results of any particular project.
- Any analysis of comparative performance across the portfolio is much harder in the absence of suitable common indicators.
- Any comparative analysis of unit cost, or value for money, will be similarly constrained.
- The inability to make such a comparative analysis means that it is very hard to determine which projects are performing relatively better, more effectively and / or more efficiently than others, and thus the lessons from those better performing projects – for future projects and programming – are much harder to extract.

In addition, there is not yet a closer connection of indicators to the categories of farmers in DFID’s conceptual framework, and this inhibits understanding of the results of the transitions implied in the “stepping up” and “stepping out” categories.

For a second group of wider-ranging target indicators, the analysis of current use within the portfolio is shown in the chart which follows.

Graph 24: Number of projects using each target indicator – all projects

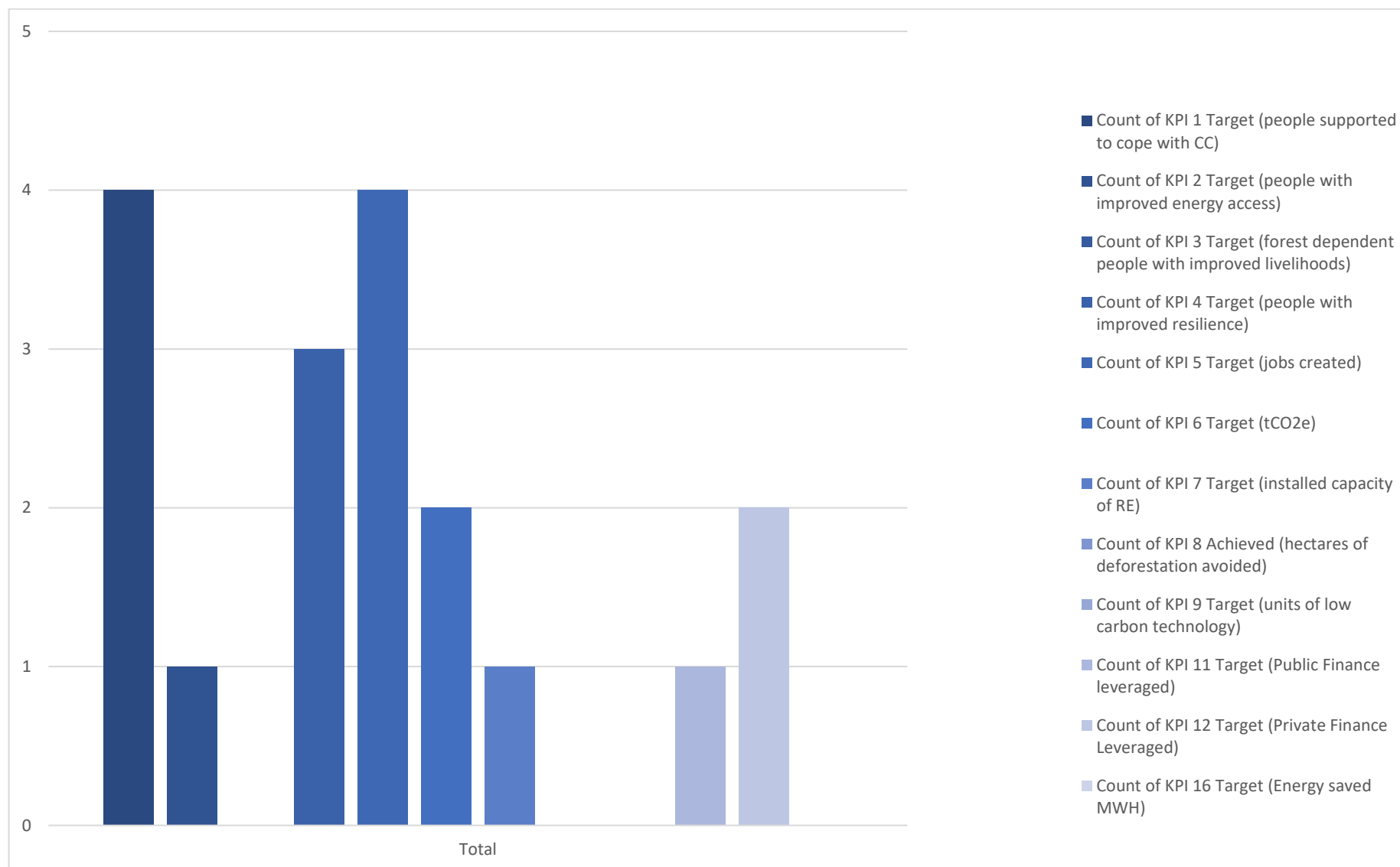


Again, there is little commonality of use of target indicators, across the portfolio, which again makes it hard to identify and learn from the more effective and more efficient projects.

3.10.4 Use of ICF performance indicators in ICF-funded projects

For this final report, we have analysed the use of indicators the same as, or very close to the indicators defined and used for the ICF. The chart which follows shows the use of ICF indicators in the ICF-funded projects which are in Implementation Phase. Note that, in some cases, there is not an exact match of indicator: some judgement has been used to determine which logframe indicators are sufficiently close to the ICF interpretation.

Overall, the current use of ICF indicators appears to be low, with a maximum of 4 projects using any one of the ICF indicators, the KPIs in most common use being KPI 1 – Number of people supported by DFID programmes to cope with the effects of climate change, and KPI 5 Number of direct jobs created as a result of ICF support.



3.11 Analysis of Targets and Results

An earlier review sought to analyse the level of achievement of targets (i.e. actual results achieved as a percentage of target), and unit cost of reaching targets, across the whole portfolio. However, given that only completed projects have full data on actual results achieved, such an analysis of projects which are still in implementation will be distorted by the “to date” reporting on in-progress projects, some of which will be in their early stages. There is a multiplicity of different stages of implementation of projects and little consistency in their indicators. Even the use of new, more specific indicators as developed for the 2018 review, does not allow us to make useful judgements about the overall impact of the portfolio on Smallholder Farmers.

Accepting the limitations of this date, an analysis of the overall state of achievement of the main targeted results is shown below:

- for the whole portfolio of 70 projects; and then
- for the subset of 49 projects in Implementation phase.

Table 6 - Recorded Targets and Results for the entire portfolio of 70 projects

	Targeted # of smallholder farmers (SHFs) benefiting financially from the project, in terms of increased income	Targeted # of women smallholder farmers (SHFs) benefiting financially from the project, in terms of increased income	Targeted # of smallholder farmers with increased climate resilience as a result of the project	Targeted # of women smallholder farmers with increased climate resilience as a result of the project	Targeted # of smallholder farmers receiving other benefits as a result of the project	Targeted # of women SHFs receiving other benefits as a result of the project	Total
Target	11,808,405 (111,808,405 with CGIAR)	1,937,285	12,531,699	18,000	13,619,119	766,063	140,680,571 (40,680,571)
Actual	10,130,698	1,161,213	10,551,931	11,925	8,530,807	1,092,382	31,478,955
% Achieved	86%	60%	84%	66%	63%	143%	22% (77%)

Table 7 - Recorded Targets and Results for the 49 Implementation Phase projects

	Targeted # of smallholder farmers (SHFs) benefiting financially from the project, in terms of increased income	Targeted # of women smallholder farmers (SHFs) benefiting financially from the project, in terms of increased income	Targeted # of smallholder farmers with increased climate resilience as a result of the project	Targeted # of women smallholder farmers with increased climate resilience as a result of the project	Targeted # of smallholder farmers receiving other benefits as a result of the project	Targeted # of women SHFs receiving other benefits as a result of the project	Total
Target	5,136,986 (105,136,986 with CGIAR)	724,245	12,419,699	18,000	12,398,421	558,928	131,256,279 (31,256,279)
Actual	4,702,004	1,117,620	10,536,541	11,925	7,284,984	907,876	24,560,950
% Achieved	92%	154%	85%	66%	59%	162%	19% (77%)

The disadvantage of this type of analysis is that it would not be clear what to conclude from any change in these results. What the analysis of these data does illustrate is a need for more consistent disaggregation - of both target and actual results - by male and female farmers.

One of the requirements of the 2018 portfolio ToR was to include data on access to land rights. None of the projects focusing on this element were completed, and only 3 of them (out of 7) reported on improvements in land rights for men. One project reported on improvements in land rights for women: that project reported an achievement to date of 54% of the target.

This results needs to be treated with caution, because of the small number of projects reporting on this target.

3.11.1 Overall scale of targets and results to date

The overall scale of the portfolio can be seen in the table below, which presents a summary of the aggregate targets for, and the aggregate results reported to date, for the 49 projects which are in implementation phase.

It should be noted that one project – Support to CGIAR – has a target to reach 100 m beneficiaries. There are two potential challenges with that target. Firstly, as noted elsewhere, the nature of the beneficial impact on beneficiaries from this type of project is likely to be further ahead in time and less direct than that of other types of projects. Secondly, the large number within that one project can easily distort understanding of the targets and results for the whole portfolio. For that reason, we include two versions of this table, the first including the data from the CGIAR project, and the second excluding the data for that project.

Table 8 : Overview table Target and Results – Excluding CGIAR – 49 projects

	Target	Results to date	% Achievement
All smallholders benefiting (male and female)	29,955,106	22,523,529	75%
Female smallholders benefiting	2,724,003	3,445,596	126%
All smallholders benefiting financially (male and female)	5,136,986	4,702,004	92%
Female smallholders benefiting Financially	724,245	1,117,620	154%
All smallholders benefiting from improved climate resilience (male and female)	12,419,699	10,536,541	85%
Female smallholders benefiting from improved climate resilience	18,000	11,925	66%
All smallholders benefiting in other ways (male and female)	12,398,421	7,284,984	59%
Female smallholders benefiting in other ways	558,928	907,876	162%
All smallholders with increased productivity or access to markets (male and female)	4,516,976	7,919,727	175%
Female smallholders with increased productivity or access to markets	939,039	2,519,518	268%
All smallholders with improved access to land rights (male and female)	11,561,268	5,230,496	45%
Female smallholders with improved access to land rights	1,262,290	1,793,781	142%
Net attributable income	274,903,363	184,313,658	67%
Agricultural linked SMEs who increased their productivity or customers	186,191	664,451	357%
New Jobs created	214,166	140,144	65%
News Jobs created for women	12,993	20,222	156%
New businesses created	2,157	2,388	111%
Investment stimulated	10,434,421,506	14,016,318,471	134%

3.11.2 Performance analysis of completed projects

To have a more useful analysis of the performance of the projects, we now focus our analysis on the group of completed projects, since for these there should be “actual” data on what each has really achieved against its targets. Out of all 70 projects in the portfolio, 19 were reported as having “Post-completion” status, of which 13 had PCRs (project completion reviews) available.

An analysis of results actually achieved against targets for those 13 projects shows that the actual performance against 6 specific targets, at the post-completion stage, ranges from 14% of target to 334% of target, with an unweighted average across all six targets of 108%. This average is distorted due to the data for number of women smallholder beneficiaries, for which some results were separated out by sex, but corresponding targets were not so disaggregated.

Table 9 - Recorded Targets and Results for the 13 completed projects with PCRs

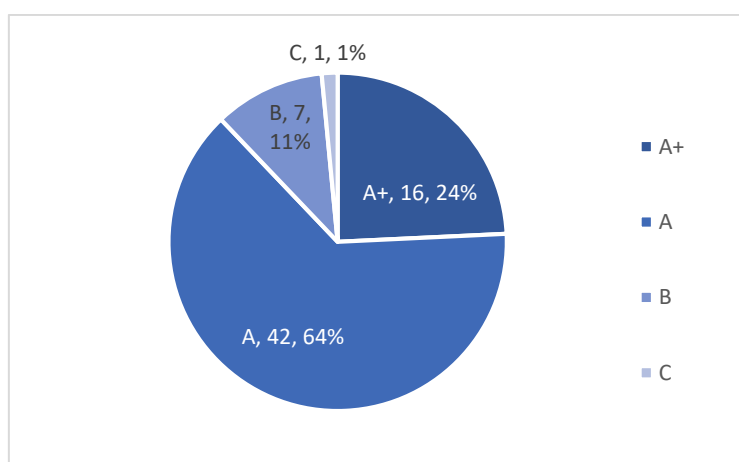
	Targeted # of smallholder farmers (SHFs) benefiting financially from the project, in terms of increased income	Targeted # of women smallholder farmers (SHFs) benefiting financially from the project, in terms of increased income	Targeted # of smallholder farmers with increased climate resilience as a result of the project	Targeted # of women smallholder farmers with increased climate resilience as a result of the project	Targeted # of smallholder farmers receiving other benefits as a result of the project	Targeted # of women SHFs receiving other benefits as a result of the project	Total
Target	4,871,419	13,040	112,000	18,000	1,220,698	167,135	6,402,292
Actual	5,428,694	43,593	15,390	11,925	1,245,823	184,506	6,929,931
% Achieved	111%	334%	14%	66%	102%	110%	108%

3.11.3 Analysis of Performance Ratings

A measure of performance of a project is the performance rating attributed during Annual and Post Completion Reviews. However, as noted elsewhere, there is some significant subjectivity evident in both the setting of targets and allocating of performance ratings.

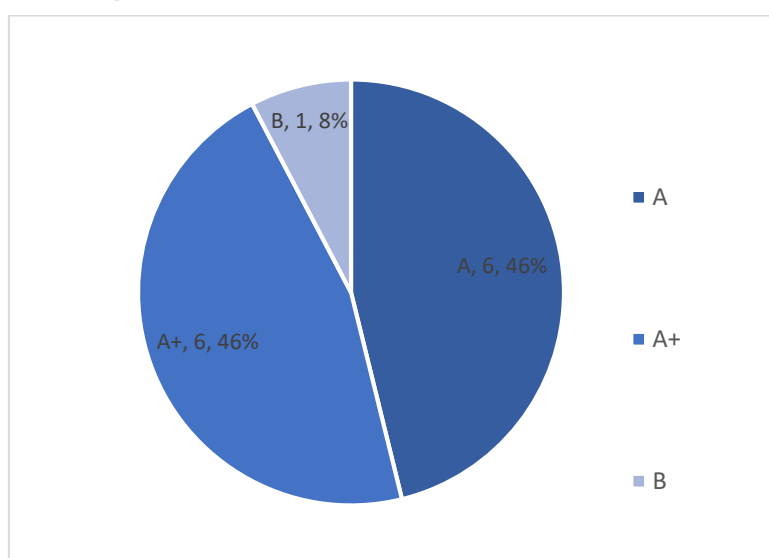
An analysis based on the 66 projects for which an Annual Review rating is available was carried out, using the most recent review rating¹⁶. Annual reviews report on likely impact of the project, at the time of the review, with a rating score from A+ to C, based on the achievement of the milestones of the project. This analysis shows that 88% of the annual reviews report an A or A+ rating, demonstrating performance in line with or greater than expectations. Only 1 project recorded a C rating in this analysis, the *Tanzania Land Tenure Support Programme* (Aries code 202843).

Graph 25: Analysis of most recent Annual Review ratings



It is likely that the Post Completion Reviews (PCR) are the most accurate generic assessment of overall performance against targets, as only after the end of completion will it be possible to determine the actual results achieved. An analysis of the 13 PCR ratings shows that the proportion judged at the higher ratings at PCR stage is slightly greater than at Annual Review stage, as follows.

Graph 26: Analysis of PCR ratings



¹⁶ All the review ratings are available on the 2018's Commercial Agriculture Portfolio.

4 Insights from the Quantitative Analysis

This section aims to draw out some of the findings and insights from the quantitative analysis investigations conducted. The structure of this section follows firstly the conventional project cycle, then covers some of the key cross-cutting issues explored and lastly offers some insights about the design and process of the Portfolio Review.

4.1 Constraints on analysis

It is important to say here that there is a significant danger in trying to read too much into some of the results produced. This report and the Excel database that go with it are almost entirely dependent on the availability and quality of data in the documentation about each project. However, that availability of data, the variability of data, the inconsistency of definitions in use, the timeliness of data and the subjective judgement required for some categorisations used all mean that there is significant potential for the results and analysis to be insufficiently accurate to form the basis of important judgements and decisions. The data and analysis are a major step forward and the scope, scale and key aspects of the portfolio can all now be judged with much greater accuracy than before. However, it would be a mistake to use minor changes in any particular variable to indicate some profound or prolonged trend: they may not. The changing composition of the portfolio, with new projects starting and others coming to completion, will affect apparent results about allocation of resources, and a small number of large projects can significantly affect the results.

Some differences in approach, between this 2018 Review and the 2017 Review, coupled with the amount of judgement required for categorisation, mean that results of the two Reviews may not be directly comparable. Hence, only some trends within time-series data can be usefully analysed. A wider re-examination and re-analysis of 2017 data would be needed to allow full exploration of such trends.

As has already been noted, there is very considerable inconsistency in data and reporting from projects and those make clear analysis challenging. Improving that would need to start at the point of project identification and design.

4.2 Project identification and design

Our understanding is that DFID has in place guidelines and “Smart Rules” for the identification and design of new projects (and programmes). The findings of this Review suggest that some refreshment of those is needed and that a closer application of those would bring about improved data and analysis and thus a better analysis of the allocation of funds. As seen from the results of the 2017 review, the absence of data – such as sectoral breakdown of use of funds – can make it very hard to provide clear analysis of allocation of funds.

It seems likely that DFID will continue to be held accountable for its spending and results, and that it will want to communicate its achievements to a variety of audiences. That suggests that it will want to aggregate data about its spending, its projects and their achievements, in a variety of different ways, some of which may need to be harmonised with data from other Departments. This implies that use of at least some consistent measures and (perhaps) targets across a portfolio, and perhaps across all portfolios. Very little of that consistency is evident at the moment.

The current lack of consistency to some fundamental aspects of Commercial Agriculture, includes with regard to definitions, targets and indicators.

4.2.1 Definition of Commercial Agriculture

In the 2017 Portfolio Review, “Commercial Agriculture” was defined as ‘agricultural production that is produced with intent to sell. Therefore, a Commercial Farmer is one who plants at least one crop (or raises an animal) with the primary intent to sell the harvest and [who] is investing in agricultural inputs and services to increase productivity of that crop’. As the 2017 review stated, it is difficult to assess intent and therefore the 2017 CAPR team suggested that the criteria to be applied should include that a commercial farmer should willingly seek to sell at least 50% of his/her production. But the issue remains one of intent: how would one measure the “seeking to sell”?

Other aspects of the definition have included references to the “stepping up” group of farmers referred to in DFID’s conceptual framework for Africa.

In reflecting on the quantitative analysis in the 2018 review, the definition used does not appear to be consistent. In some projects, the scope is clearly interpreted differently, and appears to encompass farmers who achieve productivity gains, who adopt climate smart practices, and / or who obtain funds for investment, apparently irrespective of what they do with their crops. They may also benefit from infrastructure support programmes, accessing finance or capital and applying climate proofing etc. In addition, some projects, as a result of their design do not distinguish between commercial farmers and subsistence farmers. An example would be DFID’s support to the Conservation Farming Unit (CFU) in Zambia, which uses a lead farmer approach to encourage and support the use of Conservation Agriculture. This is a £25m project, which does not aim to reach only commercial farmers.

None of these comments should be taken as criticisms of the projects. They are not. However, the challenge is in categorisation in a way that allows comparing like with like, including over time. If commercial agriculture programmes can include some subsistence farmers, what proportion? Or is all agriculture potentially-commercial? That would be inconsistent with the conceptual framework.

The CAPR 2018 has adopted the approach that it is important to try to identify - and include in the portfolio database – all the projects which appear to include a significant (> £2m) allocation of funds to commercial agriculture. Once included, they can be segmented in multiple ways for more detailed analysis. It may be that analysing specific sub-groups of the projects for analysis, within the commercial agriculture portfolio, would lead to a more consistent use of “commercial agriculture”, and therefore allow more consistent comparisons to be made across interventions and approaches.

4.2.2 Private Sector vs SMEs

DFID works increasingly with private sector companies in its projects and programmes: in total, some two thirds of its funds are committed to projects which focus on improving access to finance for farmers, investing in agribusinesses and the development of value chains. A large proportion of the implementing organisations in these are stated to be private sector.

It can now be seen that another definition that can be inconsistent is private sector. In the 2017 portfolio review, the term ‘private sector’ was suggested to be very broad. In some cases, the small and medium enterprise (SME) aspect (which is a reference primarily to size rather than ownership; an SME can be owned by a government) was not consistently applied across the portfolio.

For some aspects of DFID’s projects, such as clear targeting and political economy factors - this distinction can be important. It may also have implications for effective targeting, and for measuring women’s economic, business and job opportunities. These may be related to the size, capacity and appetite of different sized

enterprises (including multi-national companies) and their relative ability to roll out or apply policies that seek to create equity, equality and parity in good working conditions for both men and women.

4.2.3 Beneficiaries

One of the larger aspects of project design and targeting in which we see a variety of definitions is that of the beneficiaries. The definitions of beneficiaries used include farmers, households, small holder farmers (SHFs), SME owners, families, individuals and youth. The data on categories of beneficiaries is varied, and in some instances, estimated and / or aggregated for the purpose of reporting actual numbers. This suggests inaccuracies in reported outputs and outcomes. Some programmes - for which the project completion reports or excerpts of evaluations are available - allude to quality assessments and sometimes to assurance of self-reported data, its consistency, and the relationship of this data with logframes.

It has been suggested that the collection, collation and analysis of data on the socio-economic status of the beneficiaries may help improve understanding of the people being reached, the level of inclusiveness being achieved and of the improvements to their livelihoods which are being supported. In principle, we agree with that proposition.

However, there are higher-order challenges with the data at the moment. As we have reported earlier, there are very significant challenges to achieving consistent use, collection and reporting of even the existing categories of data required. Without significant improvement to those, the addition of more categories of required data may not add effectively to the understanding.

4.2.4 Logframe Outputs and Outcomes

A major limitation in the commercial agriculture portfolio is the dependence on reported data and results that is variable, in terms of its quality, in the use of common or harmonized indicators, in the consistency of data collection methods, in the consistency of reporting timelines and in relating in clear ways directly to logframes.

From the review of documents for this assignment, it is clear that the use of a common set of logframes indicators across the portfolio is, at best, “work in progress”. For the reasons of aggregation and credibility of data mentioned above, it appears that greater standardisation of data, and more careful specification of data, will be needed. Similarly, as noted in the data results, the use of disaggregated data, for male and female farmers, for both targets and results achieved, is not yet common, let alone standard. Out of the 49 in Implementation, 35 projects include at least one sex-disaggregated target number. In addition to not helping with aggregation and credibility of data, the absence of good data about the opportunities for, and results for women in DFID projects is almost certainly holding back the improvement in women’s empowerment which DFID aims to achieve.

It is also clear from the review there are very varying levels aspiration and rigour in design, as evidenced in the targets that are set. Some projects clearly have demanding and very specific objectives and robust systems in place for MRV, including 3rd party verification. However, others seem to lack ambition and are worded in ways – or become worded in ways – which appear to be intended to make it as easy as possible to achieve targets. It is clear that projects may need flexibility and some adaptive programming may sometimes be required. Such flexibility may sometimes be used to scale back the level of aspiration of a project, to the advantage of the implementers but probably not of the beneficiaries.

More attention seems to be needed to the optimum duration of project, for its context, approach and methodology, and to suitable budgets. If the portfolio is split into groups related to duration of support, there

are 3 main groups of project duration, short-term (1-3 years), medium term (4-8 years), and long-term (more than 8 years). The medium-term category contains the vast majority of the programmes of the portfolio with 46 projects (66% of the portfolio). The outputs and outcomes that have been assigned to programmes should be carefully tailored to the length of the project and should be realistic. Particularly where this relates to changes in climate proofing, women's economic empowerment (not inclusion but transformative and related to changing norms) and recurrent increases or stabilisation in net attributable income figures, the targets should be closely influenced by the feasibility of achievement in the period.

Similarly, unit budgets vary enormously between projects, sometimes for less than obvious reasons. A part of one large programme in this portfolio, making interventions very similar to those of a second project in the portfolio, in a similar context, had a unit budget per target beneficiary of approximately 10 x the second project. Whilst some reasonable variation is to be expected, the reasons for such extreme variation are not obvious.

4.2.5 Value chain development projects

DFID has significant experience in value chain development which suggests that aiming to improve the working of all VC functions, across the whole of any particular VC, is important for successful and sustained improvement. From this initial review, it is not clear that this experience is being applied as widely as desirable, as many VCD projects appear to have a narrower focus.

The categorisation adopted for this Review distinguishes between different type of Value Chain Development projects, and those focusing on either inputs or outputs are common. In practice, and in DFID's experience, a focus on only one part of a value chain is often not suitable, for several reasons:

- Firstly, an investigation and analysis of an entire value chain is usually required, in order to find the point of greatest binding constraint.
- Secondly, in the countries in which DFID operates, it is rarely the case that agriculture value chains have only one point of weakness. There is often scope to improve the working of several parts of the same value chain.
- Thirdly, improving the working of a value chain can be like the proverbial "squeezing a balloon", or more technically, "de-bottle-necking" a process industry. Improving one part often shows up, and / or creates or exacerbates, weaknesses in another part of the same value chain. A project may succeed in its immediate objective but not leave the whole VC any more suitable, overall, than it was before the intervention.

Given the preponderance of narrower focus VC development projects, an evaluation of the relative success of different types of VC development projects could be informative. As a minimum, as the 2017 CAPR noted, ensuring that there is a full understanding of an entire value chain is essential.

4.2.6 Other design matters

Given DFID's higher-level need for data, to support its accountability and communication, and given the variety of project interventions needing different types of targets in logframes, it appears to be likely that, at design stage, there may be a need to consider some "standard" data requirements. If those are not suitable for the logframe, there may be a need to design in a requirement for some additional data to be gathered, but not to be used for performance measurement.

The question has been asked if there is value in commercial agriculture projects attempting to have targets for, and measure, factors such as the area of land (in hectares) under climate smart agriculture practices, where those are being supported. In principle, it would be possible to have such measures but, at the moment, it is probably not practical. Many of the practices and technologies used in CSA cannot yet be observed remotely and direct measurement is likely to be prohibitively expensive. We note that some AgDevCo projects have included such targets in the past but have now moved away from these. It could be wise to review wider experience with such measures, including perhaps of relevant approaches from private sector companies.

Lastly in regard to project identification and design, it should perhaps go without saying, but there appears to be a need to say it, some very basic aspects of project identification and design are not yet always in place. These aspects include:

- Adequate quality of preparatory investigations;
- ability to investigate and analyse fully an entire value chain;
- political economy analysis;
- rigour of logframe and theory of change logic;
- inclusion of the relevant and necessary financial data in logframes; and,
- ensuring that logframe files uploaded to DevTracker have actually got some data in them.

It is outside the scope of this assignment to investigate, but challenges with procurement appear to have adversely affected the potential achievements. For example, the “access to finance” component of NUTEC started several years after the other two main components, despite the potential savings possible from shared investigation activity and the potential synergies expected between components in targeting and operation.

4.3 Portfolio composition

We have assumed that project identification and selection is primarily driven by need, by country and regional strategy, by DFID’s comparative advantages and by suitability of any particular opportunity for the relevant strategies, including the levels of stakeholder support. Without an in-depth review of regional and country strategies, which is outside the scope of this Review, it is unlikely that a useful opinion on the optimum composition of the portfolio can be prepared. Such an opinion is likely to be largely speculation and based on the particular experience, knowledge and preferences of the very small group expressing the opinion. Hence, we also assume that a more supply-driven approach to project identification will rarely, if ever, be appropriate. However, insights from the current portfolio can have perhaps, a useful input to regional, country and research strategies.

The portfolio already contains a wide range of projects and approaches and the analysis in the last section of the report summarises key segmentation and analysis parameters. Further analysis of the data is readily possible and can provide greater interpretation of the projects, within the limits of the availability and accuracy of the data.

From the work undertaken, we can see scope for some additional investigations and interventions. Some of these may be more suitable for research activity, than for larger scale implementation projects. Some topics are suggested in Section 6, Recommendations.

4.3.1 DFID funding to bilateral and multilateral projects

To gain a deeper understanding of DFID financial commitments for Commercial Agriculture, DFID contributions to co-funded, multi-lateral, projects have been characterized. We have found a significantly higher average

DFID contribution to multi-lateral programmes than to bilateral programs. In bilateral programmes, DFID can effectively influence how programmes are rolled-out and how beneficiaries are defined, and how outputs and outcomes are measured. With DFID contributing more, per project, in monetary terms in the multi-lateral projects, significant challenges arise in how to ensure the availability of good, compatible data. It is clear from some of the Annual Reviews that this is a source of considerable frustration for some DFID staff.

At present, the availability of even some basic data would be a step forward. For one very big, multi-lateral, multi-sector project, not implemented by DFID, it is not possible to establish clearly from the publicly available documents the total funding, nor whether DFID's funding is applied across the full scope of the project, nor the amount applied to any one sector. The information available does not clearly establish that the programme is addressing commercial farming, as opposed to non-commercial: we have given it the benefit of the doubt and included it in the CAPR database.

An effective system would need to cover from having a robust, commonly-agreed analysis around the whole system, prior to designing interventions, to providing solutions (approaches), agreeing common definitions, beneficiary groups and, particularly with respect to monitoring and evaluation, including the use of common frameworks and common indicators in outputs and outcomes sought to enable robust aggregation of metrics for reporting.

Without such a framework, multi-lateral projects are likely to continue to present a challenge for future Portfolio Review.

4.3.2 Project management and oversight

A portfolio review of this type is based on the data available in publicly-available logframes, annual reviews, post completion reviews and business cases. Establishing a robust time series of data, necessary to allow trends to be identified, requires consistent application of a robust methodology. That in turn requires the timely uploading to DevTracker, of documents prepared with a consistent approach and with, as discussed elsewhere, a consistent approach to data definitions, collection and quality assurance.

In fact, this review has found significant variation in the scope and contents of annual reviews. Financial reports - prepared as part of Annual Review processes – are not publicly available. There is a significant delay in the preparation and publication of some of the documents a portfolio review of this nature has to be based. Only 13 out of 19 projects in “Post-completion” had a PCR available: are they required for all projects? For some projects in implementation, the most recent Annual Report Available was the same as that available for the 2017 Portfolio Review.

Across the entire portfolio, the information in the public domain and on which the 2018 portfolio is based suggests that one annual report from 2014 was used, four from 2015, 17 from 2016, 32 from 2017 and only 10 published in 2018, suggesting that most of the reported data was at least an entire year – and commonly two years - out of date.

Some data found in Annual Reports is simply not adequate. To report a number described as “progress” against a target metric, without the target or milestone number, and without specifying if it is progress during the period or cumulative to date does not provide useful information.

The publication of logframes which are more recent than corresponding Annual Reviews is confusing and can lead to significant inaccuracies in reported data. It is not always clear if logframes were updated in response to, or in advance of an Annual Review. This potentially-incompatible information leads to inherent challenges with assessments of cost per beneficiary and of the sequence of incremental increases in outputs related to the log frames in publicly available information sources. Furthermore, although there is an acknowledgement

that the ratings of different programmes consider multiple factors, including the beneficiaries reached, the annual review rating exercise appears to be subjective, because the link to an examination of the outputs and outcomes is not apparent and not explained.

4.3.3 Targets and Results Achieved

From the 2018 portfolio review analysis there is a significant difference in the gap between the target numbers of smallholder beneficiaries for the programme and the actual numbers of smallholder beneficiaries reported: the achievement rate is about 20% of the target. However, this primarily reflects the fact that many projects are in implementation phase, during which achievement of the results inevitably takes some time. As noted elsewhere, if considered across the whole portfolio, this analysis is unlikely to produce meaningful data.

As already identified, the absence in the 2017 portfolio of an interrogation of smallholder beneficiary categories prevents a comparison in specific terms between the portfolio reviews. It is also the case that there is a significant disparity between men and women in terms of figures of actual beneficiaries, with those for women being much lower – the disparity rate is as high as 88% when considering women specifically. The latter point may be further exacerbated because the extent to which, and the consistency with which data is disaggregated by sex is unclear but believed to vary considerably. In some cases, actual indicator values are cited: in others, a proportion or share is reported, suggesting that proportions of women and men are standardized across the value chain in commercial agriculture.

Building on an earlier point regarding project duration, a question arises on the methodology employed for setting targets and whether they are set appropriately, particularly corresponding to what is achievable within the duration of the programme. Current analysis on the 2018 portfolio suggests, in general terms, that the targets are overly optimistic and may be set in different ways. Target numbers for new jobs created are alluded to in 14 of the 70 projects, but actual reporting of jobs created is found in only 15 projects. One programme in particular (CDC) has no allocated target for number of new jobs created but reports 1.2m actual jobs created. The lack of disaggregation of targets by sector, in multi-sector projects, leads to great difficulty in any sector-specific review or analysis. The proportion of the CDC portfolio dedicated to agriculture is not specified but is unlikely to be above 10% and this suggests that not all the 1.2m new jobs reported are likely to be in the agriculture sector or relate to more commercially sound agriculturally related employment.

One assumes that if targets were identified for numbers of smallholder farmers influenced and for new jobs created, then data on the actual number would be collected and reported, but this is not the case. The variable schedule for annual reviews and the confusion in comparing the results with outputs in Log Frames (often the figures are inconsistent) may be the reason for this. A further observation is that there is a random pattern to both under-achievement and over-achievement of targets suggesting that approaches to target setting seem to vary considerably in both quality and reliability.

This 2018 portfolio review has elaborated on, and added granularity to indicators reported, based on the diversity within the commercial agriculture portfolio, rather than simply on “beneficiaries”, or farmers or individuals or a conflation between these three categories. This elaboration of indicators is likely to encourage natural clusters of programmes where information can be aggregated and compared reliably, but which are also more reflective of the goals and objectives of the commercial agriculture programming itself. The different categories of target on which the 2018 CAPR has sought to extract data have been reported earlier in the previous section.

4.3.4 Gender, Empowerment and Social Inclusion Principles and Women's Economic Empowerment

Regarding Gender, Empowerment and Social Inclusion (GESI), a majority of projects reported inclusion of GESI principles. More than 94% of programmes actively reported that principles were being applied. In simple terms, from public information, GESI principles were employed, but it appears that in a significant number they may not have been addressed at the design phase in the development of these programmes. It seems more likely that the principles have been applied somewhat retrospectively in many programmes, and / or that they have been applied more recently and without the requisite foundational work to ensure success in all aspects of women's economic empowerment. Those aspects would cover inclusion, to active targeting of women to change their access to services and products, to changes in women's organisation and agency and ultimately towards transformational changes in norms and gendered roles in which women are involved at both household and community levels. Further detail is provided in the section on WEE below.

There is much less coverage of other aspects of social inclusion. Few projects report on participation of minorities, including the disabled, and there is significant scope for greater attention. Of course, absence of data does not automatically mean absence of effort or activity, but a Review of this type can only report on what is documented.

Across the 2018 portfolio, a total of 35 projects cite figures related to smallholder farmers who have increased productivity or increased access to new customers. Against a portfolio of 70 projects, this reflects a 50% share of the portfolio. Only 20 projects show actual figures of the number of women smallholder farmers who have increased productivity or increased access to new customers.

Alongside these figures and in the analysed portfolio of 70 projects, 68 reported the application of GESI principles which may be applied by a number of different strategies, usually described by DFID as follows: -

- a. **Inclusion** – including these include female participation, incentivising women training participation, ensuring both women and men have access to project services, training for improved practices, etc.
- b. **Access** – including ensuring access for women to employment, employment generation specifically for women, making agricultural inputs more accessible to women, enabling participation in non-traditional sectors, financial services that target women. These being measures that can be reported on by the number of women reporting increased access, as a proportion of the number of men reporting access.
- c. **Agency** – covering supporting women to organise themselves economically, increasing women representation in decision making, strengthening women's land tenure security. This is usually reflected in the number of trainings for women specifically, or the increase in women playing a role in representation or decision-making and land tenure.
- d. **Transformation** - women in work, grants to improve economic opportunities for women, quality of the workplace culture (equality of opportunity), appropriate farm mechanisation suitable for women, gender relations in commercial agriculture, addressing the root causes of gender inequality. These indicators could be reflected both in sex-disaggregated data around incentives for economic opportunities, ensuring that there is proactive targeting of women specifically to change agency and norms. Change in agency and norms would be adopting improved practices and playing empowered roles in their communities, e.g. actually taking milk to the point of sale and picking up the money as a result of sales in person.

Within the 47 projects which were in Implementation Phase and which reported on GESI principles:

- 34 (69%) programmes had "inclusion" as the main strategy to GESI;
- 7 (15%) of the projects had a strategy focused on "transformation" of gender norms and empowerment;
- 7 (15%) focused on achieving improved access by women to products and services; and,

- just 1 focused on improvements in women's agency.

This is consistent with the recently undertaken DFID review which illustrated a positive and high proportion of projects in which WEE and GESI were being addressed but suggested some variation as to the detailed nature of reporting against different categories of women's economic empowerment against a score card of 8 categories.

However, it is also apparent that there are different categories to WEE and the current publicly-available documents have limited information on these specifically, and also on whether or not all data is sex-disaggregated. Furthermore, it is very difficult to ascertain from those documents whether any gender analysis was undertaken prior to the programme, and whether or not WEE was integral to project design, planning, implementation, and monitoring. It is also difficult to establish whether resources (time, expertise, money) were available and included in the projects for gender capacity building, engagement of gender specialists, and monitoring specific gender outcomes and indicators within M&E frameworks.

Furthermore, a comparison of the recent DFID gender review with the Annual Review reports in this portfolio shows inconsistencies in information about whether or not clear gender strategies have been instituted, whether clear targets for women's engagement and participation are provided (inclusion as a category is assumed, particularly if sex-disaggregated data is being reported), a lack of clarity on the degree to which gender perspectives are included in the M&E information, and on whether or not there are key staff or partners who have a strong track record and reputation to bring an influence in WEE. In relation to field activities and knowledge management, there may be references to these in annual reviews, but little specific information can be identified.

4.4 Design and process of the Portfolio Review

In principle, we think that collation and analysis of data for this type of Portfolio Review is important and should lead to information that is valuable for both oversight of the portfolio and for future programming and investment decisions. However, some of the challenges in conducting a review of this type are noted below.

Only 37 of the 70 projects in the whole portfolio (53%) had clear data in project documentation of the allocation to commercial agriculture, in some cases even to agriculture more generally. (Some multi-sector projects do not show an allocation of funds to each sector.) In the remainder of the portfolio the actual proportions of the budget dedicated to commercial agriculture remains unclear: we have not tried to estimate the amount allocated to Commercial Agriculture where that is not stated. However, we had to apply judgement in some cases to reach a decision on whether a project can be considered to be entirely addressing commercial agriculture, or not. In the case of some projects in the "grey" area, we have deferred to DFID judgement. For example, DFID have determined that all land reform projects are "all related to" commercial agriculture. For those more generic land projects, which perhaps aim for improvements to registration and titling, they also probably "relate to" urban land, and land occupied by subsistence farmers, neither of which appear to be commercial agriculture.

A significant amount of subjective judgement is required for categorisation of projects as a result of an absence of data on, for example, allocation of funds to different sectors and / or components. There is at present no structured methodology for deciding what is the "primary" approach of a project using multiple approaches. How should primary be determined? At the moment, data is not available on the allocation of funds to different approaches and there is no methodology for comparison of different logframe metrics.

There is a difficulty in separating out projects which have a longer-term approach, by means of research or policy-level work, from more direct development projects. They have significantly different time frames and salience of impact.

A small number of projects with very large budgets can lead to distortion of the results of, especially, financial analysis of the portfolio. To avoid such distortion, better and more comprehensive data and particular care are needed.

Investment projects (for example CDC and AgDevCo) and development projects use a different interpretation of the word to “use” funds, the former usually ending with very significant financial assets, while the latter do not.

The combination of many of the factors above – regarding project oversight and review design and process - makes a robust review and analysis of the portfolio very challenging. There is clearly a danger of reading more into the results than can be justified by the quality of the data, and by the number and type of variables affecting the results.

For the deep dives, it became clear that the people interviewed varied considerably in their closeness to projects and to participating companies. In some cases, we were referred to people responsible for M&E / MRV and in others we interviewed SROs. That variation could have led to inconsistency, however, on balance, we feel that it was helpful in getting a full spectrum of opinions on the topics.

If data presented as the result of portfolio review can immediately and correctly be challenged on the grounds of inaccuracy and / or illogicality of analysis, then the credibility of the whole exercise will be called into question.

To achieve a standard of review which will be credible, it is important that:

- A logical and rational methodology is followed;
- The limitations of the data are recognised, and acknowledged;
- The variation in the types of projects is recognised; and,
- Enough resources – of time for suitable people - are provided, to allow a high quality of data and analysis.

Poorer quality may be expedient in the short-term but it seems unlikely to serve well DFID’s longer term purpose.

Ensuring that any sub-set of DFID’s overall portfolio, such as the commercial agriculture projects, can be robustly and reliably analysed will require gradual evolution of many aspects of DFID’s project design, oversight, monitoring and reporting processes. A valuable start has been made and the requirements have become clearer as a result of this 2018 Review.

Refinements to the database and the methodology can be made over time, to progress the portfolio towards an accurate reflection of the value of the commercial agriculture programming.

5 Results and Insights from the Qualitative Research Phase

The second phase of this assignment aimed to explore two particular aspects of DFID's portfolio of commercial agriculture projects and programmes:

- the way in which the portfolio addresses jobs in terms of: i) job definition and targets; ii) approaches to job creation; and, iii) standards and approaches to decent work and labour standards; and,
- approaches to the monitoring data gathered and methods used by programme implementers from private sector companies and investors that are beneficiaries of programmes, in order to identify gaps left where we need to know more about poverty impacts when committing ODA and useful approaches to including data gathering, including "lean data".

Following detailed methodology proposals for this phase to DFID, and approval by DFID, the Review team undertook semi-structured interviews with, initially, four people (DFID staff and consultants involved) with experience of DFID's overview of these matters, and then with a group of people with detailed knowledge of 16 specific projects (23%) within the total portfolio. Those people were mainly SROs but also lead advisors, programme managers and individuals responsible for M&E / MRV. The full methodology is set out in Annex 5 and the rationale for the methodology was set out in the Inception Report for the assignment.

5.1 Job creation and quality of jobs

We set out below a description of some of the requirements established by DFID, including on definitions for reporting, and then comment on what we found from the qualitative research conducted.

5.1.1 Definitions and Measurement – Jobs and Employment

DFID publishes a methodology note¹⁷ that is circulated to programmes with criteria specified (see points 1&2 below) for provision of information. Results contributed are aggregated in the DFID Single Department framework and Annual Report.

- The indicators reported should be focused on job-rich activities with the objective of increasing beneficiaries' incomes from economic activity, or to get beneficiaries into more productive and/or better quality employment and to provide a clear rationale of why and how the programme is doing this. For the purpose of Departmental reporting, the indicator is on the number of people rather than the number of jobs, and those indicators measuring the number of jobs require conversions to the number of people using suitable and robust conversion methods. There is no specification on what these conversion methods are and the numbers should relate to the percentage corresponding to DFID funding provided only.
- Furthermore the relevant jobs/income related effects should be measured at least twice during the lifetime of the programme (e.g. within the logframe or regular surveys), within the existing programme monitoring framework, and there is (should be?) a clear line of sight between the programme's activities and the aim of increasing beneficiaries' incomes or getting beneficiaries into more productive and/or better quality jobs (e.g. clearly described within the programmes theory of change).

In reporting against these categories, spending departments are requested to provide a brief statement of assurance, including evidence that both the above conditions have been met. The note also highlights that

¹⁷ <https://www.gov.uk/government/publications/dfid-results-methodology-notes-2017-to-2018>

there is potential to double count beneficiaries that may be engaged with different programmes. In these contexts, the guidance suggests that these people should only be counted once, e.g. count the programme with the highest number of beneficiaries in the reporting period, unless programme data enable more accurate monitoring of unique people from different programmes.

The methodology note specifies some key principles:

“The two criteria listed above must be satisfied in order for beneficiaries of the interventions to be included. There are no other stipulations on the exact programme activities, except for the exclusion criteria above.

The job/income indicator for programme monitoring is part of the existing monitoring framework and is aligned with the programme objective. Existing monitoring information should be used for the basis for estimating this indicator and should not require new data generation: and we are not expecting any additional indicators for programme monitoring if it’s not programme relevant.

Each person should be counted only once even if they have benefitted from multiple interventions over the reporting period.

The number of beneficiaries are those that are attributable to DFID, calculated based on a suitable robust attribution method appropriate for the programme. As a minimum, results should be adjusted to report numbers to reflect the percentage of programme funding that was provided by DFID.

This is a people measurement not a jobs measurement, so any number provided should be a people number.

Results should only be for direct beneficiaries of the programme. Indirect beneficiaries are those benefitting through multiplier effects.”

5.1.2 Indicators in use

Within the CAPR 2018, each programme researched in this investigation uses its own indicators in relation to jobs, and there is significant variation in terminology and an absence of clear definitions used including¹⁸:

- Jobs (unspecified)
- New jobs (Created)
- Sustained jobs or maintained jobs (Existing and Improved)
- Increased incomes (from jobs, from productive gains in agriculture, from sales of products and services, from participation in micro or SMEs, by self-employed smallholder farmers)
- Full time jobs (employed/headcount)
- Full time equivalent jobs (FTE)
- Part time jobs

¹⁸ Examples of initiatives that increase incomes and create employment/jobs include the following categories:

- Agriculture programmes that increase productivity of agribusinesses or individual farmers.
- Skills programmes that address the specific skills shortages, e.g. not in areas where there’s a skills surplus already as evidence by un/underemployment of people with those skills.
- Business development programmes that increase the size or number of businesses.
- Businesses that aim to lead to higher incomes/employment.
- Value chain/working conditions/trade facilitation or Regional integration programmes with explicit jobs/income component.
- Market development programmes that are not covered elsewhere.
- Any of the above specifically targeting vulnerable groups or regions, e.g. women, youths, disabled people, deprived.
- Business environment reform or industrial policy.

- Wage labour/ seasonal
- Direct jobs
- Indirect jobs
- Formal jobs
- Informal jobs

There are additional terms utilised such as above-the-poverty-line and below-the-poverty-line suggesting minimum wages or an absence of minimum wage thresholds in a specific context. It is reassuring to note that in general terms all jobs and incomes include data disaggregated by sex suggesting that there are very few if any programmes in the portfolio that are gender blind.

5.1.3 Approach categories with common indicators

Three main categories of project approaches where there are common indicators in use, or common measurement terminology in use are listed below, with a number of examples of the programmes examined that use these indicators or measure these outputs and outcomes.

1) **Accelerating growth in Agricultural SMEs due to accelerating the pace and scale of productivity through the adoption of improved technologies and practices.**

The two programmes below both focus on approaches to increase and accelerate the adoption of innovations (usually agricultural technologies, products or services) that lead to increased productivity (usually yields) and increased net incomes of small holder farmers. The increased incomes may also lead to increasing or sustaining employment and outreach. In the former programme the SEED programme has created two new SMEs which have both attracted additional investor income and if the programme had not been closed, it would have reflected new jobs created and existing jobs improved in relation to incomes generated. The second programme, Agri-Tech-Catalyst, is a programme also accelerating the adoption of new technologies by providing grant funds to resource industrial and feasibility scale testing of technologies which will lead to improved productivity and as maturity in these businesses develops and they succeed at developing market share new jobs created will be created.

- **SEED¹⁹** – This initiative’s key focus was to create new companies (social enterprises from the bottom up) making the best use of past research investment, addressing the gaps in the market segments not likely to attract investment by conventional private enterprises and addressing market inefficiencies that restrict the supply of new technologies to farmers. The programme measured the numbers of new and improved existing jobs, increasing incomes due to accelerated adoption of technologies.
- **AgriTechCatalyst** – The Catalyst programme identifies constraints to the uptake of agricultural and post-harvest technologies in Africa (using Innovate UK’s extensive UK networks to provide grants on a competitive basis for evaluating the technical feasibility of a proof of concept model system), enabling the exploration and evaluation of the commercial potential of an early stage scientific idea and taking a well developed concept and demonstrating its effectiveness in a relevant market environment. The impact is expected to be enhanced food security, nutrition and welfare of the poor through increased pace and scale of technology adoptions leading to increased household incomes. The programme is expected to lead to positive impact on rural incomes and food security and, although not necessarily job focused, private companies accelerating the pace and scale of development is expected to lead to growth in companies and both incomes and jobs (no distinction between employment, equivalent, part time, or wage labour). Managed by UK Innovate with European standards to decent work. This programme

¹⁹ Also leveraging additional finance invested into SMEs.

hosted by UK Innovate is measured according to the UK Industrial Strategy²⁰ that aims to ‘*create good jobs and greater earning power for all*’. End of project completion reports captures measurement data on the number of jobs, and incomes for small holder farmers in receipt of ODA support.

2) **Value Chain approach to Economic Development** – The key emphasis in this, the largest category of programmes, is measuring increased net incomes (or proxies for improved productivity or increased market access), sustaining and improving jobs and in some instances creating new jobs – it is not easily possible to reliably separate the programmes that are productivity orientated from market access as currently a large number of the programmes do both and have a very strong relationship between both. Programmes in this category are utilising a very broad range of indicators with variation in their interpretation of the terminology. Overall, this range and scale of indicators created constraints for aggregation (*counting apples and pears*) and quantifying programme outcomes. Programmes that typify this type of measurement include the following examples;

- **LEAD Tanzania** – This programme is implemented by BRAC Tanzania which measures Increased incomes in Maize and Poultry smallholder farmers through increasing their access to markets, facilitating better links with service providers and facilitating linkages to output markets. The overall programme target it so improve the household incomes of 105,000 targeted poor men and women in 15 regions in Tanzania. The programme also focuses on increased productivity thorough the use of inputs for farming, increasing access to finance, and strengthening gaps in value chains particularly for Poultry farmers. A particular component of the programme also improves access to finance by smallholder farmers. BRAC Tanzania also provides matching funds for small-scale commercial agricultural activities which may include a repayable loan of \$US300 for equipment for small-scale hatcheries producing 1-day old chicks and extending to larger loans (up to US\$100,000) to develop feed mills in rural areas. BRAC also facilitates linkages between farmers and businesses operating in the market who act as off-takers.
- **PEP Zambia** is a multisectoral programme combining aspects of market systems and value chain development support. The focus is to develop markets, increase access to agro-dealers and improve input distribution, to enhance value addition and processing in select value chains and increase access to finance. Furthermore, the programme provides linkages to entrepreneurship and innovation, by increasing commercial agriculture activities of cooperatives. This programme measures sustaining existing jobs and creating new jobs including full time equivalent (part-time and casual work), and increasing incomes for farmers from selling their produce. Farmers are seen as self-employed (direct jobs if farmer being reached by enterprises) and can hire production labour as out-growers / informal labour (indirect). The project is focused on input linkages (links to input suppliers and distributors, agro-dealers), value addition and processing, access to finance and linkages to established cooperatives to increase commercial activities.
- **MAP Kenya** – is a value chain intervention programme to encourage smallholder farmers to move towards more commercial agricultural activities. Although a proportion of activities are geared towards policy development particularly in the seed sector, the primary outcome is to create inclusive jobs. These direct jobs are measured by providing headcount numbers in supported SMEs. Terminology is followed according to the DCED²¹ approach for direct jobs. The programme also measures indirect jobs through the use of an ILO multiplier for outreach, full time equivalents and indirect jobs. No distinction is made on the basis of formal/informal/wage paid or self-employed. The focus of the programme is to shift smallholder farmers towards commercial agricultural activities, including policy change (seed traders and fertilizer access and acquisition), pastoralists for market engagement and sales, rangeland managers for increased incomes and access to markets.

²⁰ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/664563/industrial-strategy-white-paper-web-ready-version.pdf.

²¹ <https://www.enterprise-development.org/wp-content/uploads/DCEDIndicatorHarmonizationApr16.pdf>.

It is believed that many of the programmes employ a DCED based methodology to assess their measurement of jobs and incomes, however those interviewed were at some distance from the methodology employed so could not confirm this in all the examples included in this category.

Examples of Harmonized DCED Indicators related to Income and Jobs

Type	Indicator	Unit	Definition	Guidance	Disaggregation
Impact	Change in Income	US\$	Change in income of direct and indirect beneficiaries as a result of the project intervention, measured as earnings (wages/salary) if an individual or net income if a firm is a beneficiary between two points in time (DCED Standard Indicator)	For a firm, net income is defined as gross sales minus cost of sales including cost of goods sold. Beneficiaries can be direct or indirect; however users should be careful to ensure that the data for impact on indirect beneficiaries is robust and well- documented.	By firm type By sex By rural/urban
Impact	Number of full-time (equivalent) jobs supported	# jobs	Number of jobs in the sector, value chain or companies targeted by the intervention at the end of the reporting period converted to full-time equivalent. This includes individuals employed by target companies (direct jobs) as well as indirect jobs supported by the intervention. Also includes full-time equivalent jobs worked by seasonal, contractual and part time employees, and informal employment. Part-time/informal jobs are converted to full-time equivalent jobs on a pro rata basis, based on local definition (e.g. if working week equals 40 hours, a 24hr/wk job would be equivalent to 0.6FTE job). Seasonal or short-term jobs are prorated on the basis of the portion of the reporting period that was worked (e.g., a full-time position for three months would be equal to a 0.25 FTE job if the reporting period is one year). If the information is not available, the rule-of-thumb is two part –time equal a full-time job.	Measures direct and/or indirect jobs created or supported by a significant intervention. Should be measured before and after the intervention. If one wishes to estimate the number of jobs “created”, one can subtract the baseline number of jobs supported by the number of jobs supported in the relevant reporting period, and convert to FTEs as needed. Users should be careful to ensure that the data for impact on indirect beneficiaries is robust and well- documented.	By type of firm By type of approach/intervention (e.g. access to finance, value chain, etc.) By sex By urban/rural
Impact	Full-time equivalent female jobs supported as percentage of total full-time equivalent jobs supported	%	The number of female full-time equivalent jobs supported divided into the total number of total FTE jobs supported. Number of jobs in the sector, value chain or companies targeted by the intervention at the end of the reporting period, converted to full-time equivalent. This includes individuals employed by target companies (direct jobs) as well as indirect jobs supported by the intervention. Also includes full-time equivalent jobs worked by seasonal, contractual and part time employees, and informal employment. Part-time/informal jobs are converted to full-time equivalent jobs on a pro rata basis, based on local definition (e.g., if working week equals 40 hours, a 24 hr./week job would be equal to 0.6 FTE job). Seasonal or short-term jobs are prorated on the basis of the portion of the reporting period that was worked (e.g., a full-time position for three months would be equal to a 0.25 FTE job if the reporting period is one year). If the information is not available, the rule-of-thumb is two part-time jobs equal a full-time job.	This indicator is meant as a measure of gender equity within the jobs category. Users should be careful to ensure that the data for impact on indirect beneficiaries is robust and well- documented.	By urban/rural, type of approach

- **Private Sector Development Programmes, Malawi – MOST and MIFC** – The objective of the Malawi Oilseeds Transformation Project (MOST) and the Malawi Innovation Challenge Fund (MIFC) were to transform the market systems of oilseeds and to support approximately 17 companies involved in

agricultural or food processing respectively. These initiatives were accompanied by an Enabling Environment Fund not specific to agriculture and a Business innovation Fund promoting agricultural market system approach and including renewable energy such as solar. The key focus of both programmes was to increase the number of people getting permanent employment in the participating companies. The primary focus of MOST was increased incomes and increased jobs (MICF). There was not clear distinction between full-time, part time, seasonal and no clear insights into informal, indirect or induced jobs created.

- **NUTEC, Northern Uganda** – NUTEC works through agribusinesses utilising an M4P approach, and with an investment arm that provides finance to agribusinesses. This investment arm is relatively new and began 3-4 years after the main programme. The programme is focused on the target of increasing the incomes of smallholder farmers (SHFs). It is not focused on job creation and jobs are not being measured but NUTEC is supporting activities that lead to job creation. There is an AgDevCo component of NUTEC but this is not the subject of this review.
- **CARD-F, Phase II, Afghanistan** – Phase II of the CARD-F programme is focused on the overall commercialization of the Agriculture Sector in Afghanistan including, private sector investment, leveraging agribusinesses and small-scale farms. The majority of the budget is allocated to Commercial Agricultural Investment. The programme also measures direct jobs, full time, part-time and wage labour. Approach to Jobs is to safeguard them and to promote inclusive employment. The programme measures enterprises established and quantifies rural income generated²². No distinction between formal, informal, or indirect jobs. However, two categories include household family labour in small SMEs and additional labour that is hired in into SMEs, also new irrigation SME service providers created. The key focus is on value chain development with 8-9 value chains supported with varying degrees with financial support, co-investment and training. Grants vary in size from very small grants of \$300 to support a layer farm to small commercial hatcheries which may have received a larger grant of US\$100, 000 for larger scale commercial agriculture activities.
- **GEMS, Nigeria** – GEMS was a wide-ranging programme, which included improvements to the general business environment (including harmonisation of taxation, improving infrastructure, attracting investment and improving the country's "doing business" ranking) as well as substantial interventions in commercial agriculture. Some of its interventions 1-4 focused on M4P interventions to market systems development to benefit the poor including women. For example, GEMS 4 facilitated links between rice farmers and commercial mills, supporting farmers to improve the quality of their paddy crops and meet the quality requirements of the mills as suppliers. The support to farmers included access to quality inputs, improved farming practices, helping to buy their produce and store and sell it at a higher price later in the year, creating profits for farmers. A further example helped tomato farmers to supply processing plants, introduce good handling practices, washing and grading activities and transportation in plastic crates to reduce damage. Collated information used a harmonized results management handbook, measuring full time contractual formal jobs, and FTE jobs (shorter term in nature, such as a labour created within target enterprises). Both these latter categories of employment include 8 hours a day and 240 days per year. The programme used before and after comparisons, both from self-reported data but also by independent verification. The programme didn't directly create jobs but led to activities that generated jobs. Clarity on definitions of indicators and consistent data collection across programme was achieved through a handbook²³ which clarified approaches to measurement across the GEMS initiatives.

²² <http://www.cardf.gov.af>

²³ https://beamexchange.org/uploads/filer_public/ae/85/ae8526f2-6a25-4b2b-a5cc-86102055c4b5/gems_results_measurement_handbook.pdf

- **West African Regional Food Markets Programme (WARFMP)** provides matching grant funding and technical assistance to agribusinesses involved in cross-border trade and value chains of maize, sorghum, millet and cassava with the potential to grow and create impact through scalable models. The programme approach is to help agribusinesses to launch projects to increase staple crop food production, processing and marketing to enhance cross-border trade. The challenge fund co-invests in projects that expand businesses and strengthen smallholder supplier networks, national and regional markets. Although the fund is working with 12 agribusinesses in Ghana, Burkina Faso, Nigeria and Niger, it does not have a logframe target for jobs, although the number of jobs has been measured at 426. It is not clear how the number of jobs is defined and collected but the data is collected by the programme management unit.
 - **Pro Poor Growth Programme Zimbabwe** was aimed at commercialising agricultural activities and providing microfinance or wholesale finance for agribusinesses to accelerate. This programme worked with large corporate businesses selling financial products to villages and districts and experimenting with low cost distribution system for their products. The main model was a revolving fund for individuals and banks to provide capital to rural borrowers, mainly agricultural farmers but also other small-scale traders and manufacturers of cotton clothing. The jobs target was removed for this programme because it was difficult to define jobs and how to measure them effectively. Interventions in this programme did not necessarily create new jobs in a household but made the household more productive and often increased incomes through a range of economic opportunities created. These included selling something, buying something from a programme or accessing credit where they did not have the opportunity before to do so. SMEs had a relatively short turn around time, headcount and turnover were measured but it was difficult to measure net growth. Due to the political situation in Zimbabwe, by the end of the programme some SMEs had experienced negative growth due to the pressures of continuous downsizing with waves of downturn in the economy.
- 3) **The third key category which the portfolio can be segmented into includes creating new jobs and improving employment.** E.g. There are a group of programmes in this category that either take a wholesale approach to creating jobs such, as PEPE in Ethiopia, or which are much more commercially oriented in collecting information on new jobs created and increasing employment in the key investee businesses within their portfolio, such as AECF and AgDevCo. In general terms, these programmes have a much more sophisticated understanding of jobs and income and usually measure this information through fund managers who have direct oversight of the performance and growth of investee businesses and SMEs.
- **PEPE Ethiopia** is using a market systems approach to achieve impact in Ethiopia. Enterprise Partners identifies key constraints and works to develop socially and environmentally responsible strategies working with industry actors to introduce new business models. This is leading to better enabling environments, better employment standards in conjunction with policy makers and investment generation in Ethiopia. The key pillar is agro industry strengthening of market systems in cotton, textiles, leather and horticulture. The second pillar is strengthening financial systems, for increased financial inclusion of the poor into formal financing systems and enabling investments for small medium and large enterprises. The programme measures the creation of jobs through self reported means. It also distinguishes between formal and informal (utilising multipliers related to seasonal labour to calculate part time or seasonal jobs) and measures increased incomes. Although new jobs are not included in the threshold, targets include 12,000 jobs with 65,000 people with increased incomes. Although this programme uses an M4P approach, its work in the labour sector and its wholesale approach have contributed to it being placed in this category of projects measuring job creation and employment.
 - **African Enterprise Challenge Fund (AECF).** Over the past 10 years, the AECF has conducted 27 competitions, received over 10,000 applications and approved funding to 266 business projects. AECF

is now a 15-year old donor programme, which in 2017 became an independent African social enterprise with its own Board. AECF is a development finance institution that provides matched concessionary finance between \$100K and \$1.5M to the private sector to stimulate innovative solutions in agribusiness, renewable energy and adaptation to climate change technologies. It currently has invested in 24 countries and works in more than 40 agriculture and renewable energy value chains to create sustainable and inclusive market system. AECF measures jobs sustained and new employment created, wage labour, as well as finance leveraged and it supports businesses to establish a new activity or expand existing businesses across the value chain. The focus is also on new jobs created (including full time, self-employed and direct) and wage labour / part time jobs, also measuring formal jobs directly created or sustained by investments and increasing incomes (through productivity gains, contracts/market access/provision of products and services to the market). Figures for 2017 suggest 11,000 jobs with wages amounting to US\$54M and incomes generated through agribusiness. Increased incomes are also measured and are related to productivity increases, contracts with off-takers, full time employment, the existence of out growers and self-employed producers.

- **Global Agriculture and Food Security Programme (GAFSP).** Although there are two windows - public and private sector - the private sector window is most relevant for jobs and income figures. The approach is to use blended finance solutions with concessional finance blended with commercial finance and make investments into private sector entities that are also alongside investments in the public sector window GAFSP investments. The GSFSP private sector window is principally disbursed through the International Finance Corporation and uses the IFC measurement framework²⁴ of sustained jobs. This includes distinctions between employed, full time equivalent, seasonal and part time, including measuring increased incomes and informal jobs, self-employed, hired labour, and family labour categories.
- **AgDevCo** – is an agricultural social impact investor in Africa. AgDevCo builds successful African agribusinesses through long-term investment who operate across the supply chain and make a positive impact in their communities. They provide direct investment and on-the-ground technical support to management teams. AgDevCo measures increasing incomes, raised agricultural productivity and the impact on reducing food insecurity, hunger and under-nutrition. It also measures the number of jobs created or maintained by the investee companies and the number of smallholder farmers working with the investee companies. Jobs are direct employees of the companies plus an estimate of additional full-time equivalents from contract or seasonal workers involved. Number of jobs is counted each year and is not cumulative measure, however, this gives challenges in aggregation with other projects. Jobs maintained is also measured in careful circumstances and is reported as applying to significant number of investee businesses. No targets for induced employment or indirect jobs or employment.

Given the degree of variation it is difficult to compare between programmes and there is little if any standardisation at present to credibly aggregate these figures. Given the pluralistic nature of the indicators used and the lack of consistent definitions of these indicators, quantifying the impact of different approaches is premature as is assessing the relative value for money of these approaches.

These indicators are also expected to provide an indication of reach of jobs-focused projects but they may not measure job creation directly or be a suitable proxy for this indicator. There are a series of unspecified multipliers used for the outreach numbers generated, which also raises questions about the consistency and comparability of different methods utilised.

From an analysis of a proportion of the projects (20%) within the CAPR 2018, the majority are collecting evidence of net income increases or whether jobs have been supported, sustained or even created. Where

²⁴ https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---multi/documents/meetingdocument/wcms_179279.pdf

there are specific indicators monitoring jobs rather than people, a 1:1 ratio assumption is usually made, in which 1 job supports 1 person.

DFID's SDF and Annual Report advocates measuring only direct beneficiaries of programmes, and these figures do not take into account indirect beneficiaries or induced benefits, derived through income spent by direct beneficiaries through a multiplier effect.

The variation also makes it difficult to aggregate for jobs at the overall DFID level. It has been reported that only 30 projects from the Commercial Agriculture portfolio are included in the 2015-18 DFID SDF.

5.1.4 Decent Work – Definitions and Measurement

DFID Increasingly believes that, for sustainable development to be achieved, it is important to require efficient, honest and effective labour standards that protect and respect the rights of citizens, workers and their employers and which respond to the SDG Goal 8 to 'Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.'

The UN ILO Global Compact Labour Principles, "A Guide for Business", identifies necessary human rights principles, including:

- protection of human rights and ensuring that operations do not lead to human rights abuses;
- upholding labour principles where the freedom of association and recognition to collective bargaining;
- elimination of forced or compulsory labour; and,
- the abolition of child labour including the elimination of discrimination in respect of employment.

In addition, businesses should promote greater environmental responsibility and work against all forms of corruption, extortion and bribery ²⁵. Sustainability of business is linked in part to the sustainability of society and there are a number of Compacts and Conventions upholding these principles and embedding them into good practice.

DFID's own more recent work, including the DFID-funded WB Jobs Multi-Donor Trust Fund, has developed a toolkit for M&E for Jobs, highlighting indicators and key results across job creation, job quality and job access. This has formed the foundation of the effort by the WB to identify the number of project beneficiaries reached by jobs-focused WB Group of more than \$5M. The availability of indicators of this nature enables better definition and guidance to encourage a more systematic and consistent assessment of outcomes related to jobs and particularly throughout the project cycle as well as supporting the implementation and reporting against these projects at the outset. These resources have helped to inform the questions posed in the qualitative analysis phase to provide insights on the basis of decency in work related to working conditions, income levels, the predictability of employment and access to sustained jobs or improved livelihoods. Additionally, there is consideration given to income distribution, gender, disability, age of workers and common approaches to promoting decent work.

In reviewing the programmes within the qualitative analytical phase of the CAPR 2018, key informants were questioned about their understanding of decent work and how and to what extent these principles were being applied to the implementation of programmes which sought to create, sustain and track jobs and employment in the Commercial Agriculture Portfolio.

Across the projects that formed a part of the Phase II analysis, three main groups could be identified.

²⁵ https://www.unglobalcompact.org/docs/issues_doc/labour/the_labour_principles_a_guide_for_business.pdf

1. A proportion of projects sought to comply with local labour and minimum wage requirements but reported that, although aware of the terminology of ‘decent work’, they were unclear as to the detailed standards being promoted, their definitions, their relationship to the agriculture sector more specifically and how these should be measured. Many of these projects do not define or directly consider the quality of jobs. These all reported figures disaggregated by sex and age (some reporting on % against targets in the areas of implementation rather than actual figures) and some programmes sought beneficiary feedback, but this was not done in a structured way or meet scientific rigor assurances. (This groups includes MAP, MOST, MICF, and NUTEC).
2. A second proportion of projects, particularly those focusing on investing in micro and SMEs, reported following DFID guidance related to gender and the inclusion and participation of women and girls, but this was the extent of their understanding of decent work and standards. Figures they are tracking do sometimes include youth and disaggregation of data by age (usually between ages 15 to 35). Some projects also track the number of widows and disabled people. The guidance available to them is felt to be insufficient and not detailed enough to provide for programmatic direction, however a safeguarding approach is advocated, and unintended consequences are mentioned, as are benefits for the poorest, most vulnerable and underrepresented or disabled groups. In some of these projects, there are internal systems tracking how the appropriateness are affordability of outcomes. However, these definitions are not universally understood across the portfolio and would benefit from greater elaboration and communication. (SEED, LEAD, PEPZ, CARD-F, GEMS)
3. The third group identified includes projects focused on job creation that take a more commercial approach, which had a much greater awareness of the principles of decent work, a more intimate relationship with local legislation, have either done work on this aspect themselves or are aware of the work of the ILO, and have and use definitions (but these may not have been used in other projects). Most of these organisations recognise and track the number of hours in a day of work, the number of days worked per year, jobs that have statutory contributions to health, paid leave days, jobs safeguarded with appropriate policies against sexual harassment and bullying, and collected data disaggregated by sex, age (youth) and disability. Some mentioned that a proportion of their SMEs are owned or run by women, but screening processes do not necessarily capture this information early. Some of these organisations are also engaging with labour as a sector, in their interventions and provide advice and support to government agencies responsible for policies and regulations in labour laws (PEPE). However, many of the members of this category agree that improvements are necessary, and they are still wanting to illustrate through evidence that competition driving benefits to smallholders in agriculture leads to economic growth that also benefits farmers (AgDevCo, PEPE, GAFSP, AECF).

Very few other initiatives were mentioned by project teams in relation to other frameworks and approaches being used by other donors or implementers. However, some mentioned the guidance provided by supervising entities such as FAO, IFAD, IFC and WB.

There are resources that DFID is both aware of and investigating in aiming to create some consistency as to how jobs are measured and defined. The WB Jobs MLE Toolkit provides indicators (see below) to measure key results on *job creation* (direct and indirect, short or long term jobs, new enterprises, existing and new enterprise owners employing at least one non family worker), *job quality* (labour force participation, balancing supply and demand, access to employment by disadvantaged groups) and *job access* (gross value added, total hours worked, conditions, insurance, protection improved incomes) and provides good examples that could be adopted and mainstreamed. In addition to the indicators chosen for any specific intervention, the WBG operations also calculates the number of project beneficiaries reached by jobs-focused WBG interventions, which is part of their Corporate Results Indicators.

The World Bank Jobs MLE Toolkit

WBG Corporate Scorecard		<u>Number of project beneficiaries reached by jobs-focused WBG interventions</u>	X	X
Job Creation	Job creation	<u>Number of (self- and/or wage) employed project beneficiaries (*)</u> <i>1 – *disaggregate by self- and wage-employed project beneficiaries</i>	X	
		<u>Number of full-time equivalent (FTE) jobs in beneficiary firms</u>		X
	New enterprises	<u>Number of newly established firms with more than one paid employee</u>		X
	Entrepreneurs/Self-employed	<u>Number of self-employed project beneficiaries</u>	X	
	Worker productivity	<u>Average output per worker among beneficiary firms</u>		X
Job Quality		<u>Number of project beneficiaries covered by social security insurance</u>	X	
	Working conditions and benefits	Share of project beneficiaries reporting satisfaction with their job	X	
		Average number of hours worked per project beneficiary per week	X	
	Earnings/Livelihoods	Average annual earnings of project beneficiaries	X	
Job Access	Labour force participation	<u>Labour force participation rate among project beneficiaries</u>	X	

Working of labour market	Number of project beneficiaries using (public or private) employment services	X	
	Average length of time for beneficiary firms to fill a vacancy		X
Access and Opportunity for Jobs	Disaggregation by gender and/or age for indicators marked with	X	X
	Disaggregation by gender of firm owner for indicators marked with		
Access to/ working of product markets	Number of project beneficiaries who are member of a cooperative or producer group	X	X
	Number of beneficiaries with new commercial relationships		
	Average time to get to market where output can be sold or traded	X	X
Intermediate Outcomes	Additional (annual) sales revenue for beneficiary firms(US\$)		X
	Investment generated (US\$)		X
	Share of newly established beneficiary firms still operational after X months		X
	Share of project beneficiaries completing training	X	

These indicators are a good starting point, are being employed by many initiatives and could be worthwhile additions to a DFID methodology note on measuring jobs and employment in the commercial agriculture portfolio. However, for those agencies employing these indicators and many others, there are challenges that mean that it is not simply a case of adopting new indicators. A dedicated effort includes testing them across a broad set of initiatives, documenting the experience, assessing the reliability and ability to capture meaningful data across a broad range of contexts. In capturing the learning of these experiences, a more reliable methodology will emerge but it will require effort to prioritise and refine.

Given the availability and diversity of indicators, their origins, the availability in repositories, alternative indices and debates about their applicability, a proper appraisal is required. Context is important for establishing the relevance of these indicators. Whilst a long list of harmonized or standardized indicators can be an asset, the rigidity may not, as not all indicators will be relevant and applicable in all contexts. If the list is too long, there will be patchy coverage across the portfolio and an external validity problem. Where jobs are concerned the availability of basic national employment data is very thin in different countries, including statistics on basic employment (how many people employed in rural areas or what the employment rate is). Many national surveys on labour are not sufficiently focused on rural areas and household budget surveys often have less emphasis on employment and earnings compared to many, many other topics and modules. This is exacerbated when considering quality of jobs including frequency of employment, non-wage conditions and returns to labour that are even more difficult to find. The agriculture sector differs structurally from other economic sectors and the lack of comparability suggests a more empirical approach is necessary. To assess the relative contribution of programmes to jobs and employment and decent working conditions a comparison with national statistics on these aspects is necessary with triangulation using qualitative methods, this challenge is being faced by many organisations given the status of national statistics in many countries and the ability to measure impact confidently through the use of counterfactual approaches.

Other materials that are relevant and interesting were shared including:

- World Bank: <https://www.jobsanddevelopment.org/toolkit/>
- GIZ: <https://www.genderingermandevelopment.net/custom/images/contentBilderGalerie/bilderGalerie1000512/GIZ-Full-and-productive-employment-and-decent-work-for-all-2016-EN.pdf>
- SIDA: <https://www.sida.se/contentassets/2abf4cfc69a74c13ab2d6f2f4d31ce65/21970.pdf>
- <https://www.idhsustainabletrade.com/sectors/> - which works across 12 sector programmes aiming for sustainable transformation of commodity supply chains through improving business practices, sector governance and creating field level change and impact on the SDGs.

5.1.5 Concluding comments on jobs

This part of the qualitative research and analysis has aimed to explore a number of issues with regard to approaches to job creation, measurement of that job creation and the information on, and analysis of the quality of jobs created. The preceding sections have summarised and analysed what we have found. We comment here on a way forward to greater understanding and analysis of the important issues, with regard to three particular aspects of the scope of this research.

The remit of this part of the assignment included the following topics, with our comments about each following:

- Understand the **common approaches** to sustaining jobs and promoting decent work across the agriculture portfolio, quantifying the impact of different approaches, assessing their relative value for money and identifying any gaps in DFID's current suite of approaches compared to other organisations.
 - We have set out in the preceding sections what we have been able to establish about the common approaches, and our broad categorisation of those. However, the range of interpretations and methodologies being employed prohibits a quantification of impact, but some further analysis is possible within the portfolio database.
 - That range, coupled with an absence in many cases of good financial data, means that a comparison of value for money of the different approaches is not practical at this time. In addition to the different approach to (and design of) job creation projects, many other factors impact on – and may explain variation in – the value for money achieved. Any attempt to

- analyse the variation in value for money would need to be able to separate out the effects of the different variables, in order to be meaningful.
- Much more comprehensive data, and greater consistency of data is needed, before meaningful analysis can be carried out on a very small group of projects.
 - We have sought to address the gap in DFID's current suite of approaches but not compared this extensively to other organisations, because there are very few others employing these aspects to the Agriculture sector as DFID does.
 - Assess the relevance of common jobs/livelihoods measurement methodologies to measure results and impacts from commercial ag interventions and propose **alternative methods** for defining and measuring jobs, livelihoods and decent work in agriculture programmes that are in line with DFID policy.
 - Even from the sample of 20% of projects investigated, the range of methodologies in use is incredibly broad, with significant variation also in the likely quality of the data. We certainly don't yet know the full range of approaches employed across the portfolio.
 - This position is supported by anecdotal information from DFID that only around half of the projects in the agriculture portfolio have data which can be included with the SD Data Framework.
 - The two approaches that are likely to be most useful across the different categories of programming within the CAPR 2018 would be the DCED indicators and the WB Jobs Toolkit indicators included in this analysis. Some initiatives are using these approaches, particularly where supervising entities are concerned in multilateral efforts, and the projects using M4P approaches are utilising variations and interpretations on the DCED indicators. In order for the portfolio to be suitable for robust aggregation, there must not only be consistency in definitions and indicators, but consistency in data collection approaches and methods.
 - Comments are included in the relevant section related to the most recommended methods however it is also the case that simply adopting a method is not necessarily going to succeed. A proper systematic piloting of the approach is necessary to understand if the indicators are relevant across contexts and work to provide the level of granularity that is informative and meaningful. There are likely to be on going challenges in being able to compare the results to nationally available statistics on employment and decent work and for impact to be properly assessed, this will be necessary.
 - Propose **alternative approaches** to sustaining jobs and livelihoods and decent work in agriculture that have been proven to be effective elsewhere.
 - Much clearer guidance is sought from DFID in relation to measuring jobs and to standards of decent work. An ambition to have clarity on at least four outcomes including direct jobs, indirect jobs, induced jobs and the number of people benefitting from increased incomes would be encouraged for commercial Agriculture projects. This would require some investment in definitions, reference sheets to describe and guide the measurement of specific indicators that were harmonized in order to be aggregated credibly and some consistency in data collection methods, adequate opportunity for programmes to self report but also additional built-in support to verify and triangulate self reported data or carry out deeper evaluative dives in specific case studies or enterprises or value chains.
 - Clarity on the kinds of ILO multipliers that are applied in dealing with those who are benefitting from these jobs having been created, sustained or improved and some consistency on the definitions of all indicators and multipliers, whether they be sanctioned by the ILO or not and being able to aggregate figures across the CAPR to illustrate cumulative figures.
 - Consideration on the feasibility of a standard set of multipliers for the agriculture sector e.g. general equilibrium model of the IMF and the graduating the CAPR towards more standardization around indirect jobs measurement.
 - Also need to avoid double counting and ensure that more than 30 programmes make it into the SDF in the next round.

- Some pointers to other approaches are included here. However, the wider, and initially more important point, is that there is likely to be little benefit in DFID trying various other approaches, before it has in place an adequate framework for measuring the real impact of such approaches as are already in use, and their relative value-for-money.
 - In theory, there is such a framework in place. In practice, the availability, consistency and accuracy of the data available is not suitable to allow meaningful analysis to be carried out.
 - The key implication – and the advice - here is that DFID must invest greater time and resources to improve, make more consistent and ensure adequate adherence to a robust impact and cost data framework, before any meaningful comparison across approaches can be made. This is already being pursued by some people in DFID and more resources are required for that.
 - As we have commented elsewhere, there is an acute danger of reading more into the results of some analysis than can be supported by the quantity and quality of data available.

5.2 Private sector data and approaches

The private sector is increasingly recognised as a vital partner in expanding access to services, products and finance in increasing incomes and opportunities for smallholder farmers in the agriculture sector who are in the lowest income quintiles. However, private sector companies tend to make decisions based on costs, and on return on investments and may face challenges in reaching the poor in untapped markets. They are likely to measure and track KPIs that relate directly to aspects of growth and profitability. Many of the companies and investors that use DFID funds are asked to gather data on a range of development impacts that may not be central to their primary business objectives and this may create variation in the information and data collected for reporting purposes. Some private sector operations have specific data gathering advantages and disadvantages based on their business models. Many of the companies participating with DFID are very small, and or very new, and have at-best embryonic approaches to collecting data of any sort.

It is important to distinguish between the data collected by private sector enterprises or companies (usually investee companies), and data collected by fund managers. The two levels differ in the types of data collected, the resources available (human capital and finance) and the level of sophistication and data collected by investee companies is often guided by advice and capacities on the part of fund managers and their resources. The data from private sector enterprises is focused on financial performance, direct employment (headcount), suppliers, sourcing and occasionally, wages and benefits (unspecified). On benefits, such indicators can include gender balance metrics, quality and productivity improvements, taxes paid and private sector capital mobilised depending on the maturity of the enterprises. Fund managers measure a wider array of indicators including jobs, employed, FTEs, newly created jobs and even jobs maintained (when the investment is saving a company), contract and seasonal workers, indirect jobs using multipliers, female and youth employment subsets, job quality (mainly compliance to local legislation), capital invested, Progress out of Poverty Index (PPI), hectares cultivated under different crops, cost of lending, profitability of investments to farmers, mobile money transactions, income uplift, sustainable sourcing, quality and productivity improvements, taxes paid and private sector capital mobilized and any combination of these variations.

From the investigations for this Review, there are significant variations in the quality of data being collected, generally across the portfolio, and from programme to programme related to whether the programmes were focused on a M4P approach or to a more private sector investment model. In the recent past, the latter group were measuring the number of jobs supported in investee companies and no measurement was made of the number of jobs created or measures reflecting additionality. Distinctions on part time, temporary or full-time equivalent were not generally done, as programmes were primarily engaged with Fund Managers who were depended upon to provide quality data. Sometimes this is backed up with deep dive investigations, which are considered to produce significantly better data. No attempt was made to measure job quality in investee companies. Measures of decent employment are at best still work in progress.

Beneficiaries are primarily regarded as the investor, employees and suppliers. At the Fund Manager level data was not always disaggregated by sex and smallholder farmers were not counted. Programmes like CDC developed their own methodology, in part based on the Acumen Lean Data System for surveys of employee satisfaction.

Overall, interviewees felt that there are : a) good systems for measuring direct employment; b) less reliability in measuring indirect employment; and c) little confidence about measuring induced employment.

ILO is trying to develop a system suitable for SMEs. However, an initial version of this suggests 200 operational variables from which SMEs may choose, but this will provide little potential for aggregation. It is reported that CDC were cautious about collecting more data as it could become a distraction for management of investee companies while having the potential for the investor to be seen to be more donor-like rather than a commercial investor.

There is little detailed information available to the interviewees, or this Review team, on the costs of collecting data, for or from companies, or on the minimum data requirements of DFID. As a result, there is felt to be a challenge in being able to assess the trade-offs – between costs and data - that might adversely affect the relationships between CDC and the managers or investee businesses.

One of the questions which is posed for this review is whether or not there is additional data that DFID needs to have to inform its programming. Because there is at present little evident consistency to data collection, it is very difficult to say what it commonly has at the moment, let alone what additional data it might need. To answer the question posed, DFID first needs a comprehensive inventory of the data that is already available from all its commercial agriculture projects and programmes. At the moment, the inventory, as captured in the CAPR 2018 database, is only partially complete. A more comprehensive inventory could usefully include some of the spatial data mentioned elsewhere.

5.2.1 Current Status of Data Collection and Quality

For the most part, collecting private sector monitoring data is critical for donors to understand both how concessional finance provision is working, and whether models are successful in underrepresented or less financially viable market segments. However, reporting from private sector entities varies enormously from almost nothing in the case of start-up enterprises to quite significant levels of information at the end of the portfolio geared towards investments. More detailed and greater levels of guidance are sought from the programmes implementing M4P interventions from DFID in what data to collect.

Concurrently, the capacity for gathering and analysing data is equally variable and there is almost no awareness of the costs of this or adequate capacity for gathering and analysing the data. Overall the quality is also considered to be very variable. Whilst some measurement systems have quality assurance, verification of data is challenging and relies on the buy-in of the senior management teams in the participating companies.

Data required for multiple donors can cause extra work. Whilst this could be reduced by consultation at project design stage, the logframes are usually completed prior to participants being selected to implement a programme of work and the ability to refine them limited (communicated by programmes during key informant interviews). Ad hoc data requests – often linked to political issues and interests - create requirements for additional data at extra time and cost. The introduction of new data collection objectives and drives also is often ad hoc, which presents challenges on being able to compare the utility of different approaches across a portfolio and consolidate learning in order to refine and progress these.

M4P Interventions

In M4P interventions, micro and small enterprises are not collecting development related data on impacts. They need significant levels of support to do this and the quality of the data varies. Recipients of grants are very small companies, a high proportion of which do not have more than basic data or systems. DFID currently have difficulty in getting even the minimum of data required, with any reliability.

Overall, a majority of companies collect data on sales, purchases, profits, turnover and market segments but gross profit and cost of production data is difficult to compute. MAP and WARFMP have embedded people in the companies as community engagement officers to collect development-related data but they do not have sufficient resources to do this for everyone. In PEPZ and GEMS, serious capacity issues have been experienced in collecting data from small companies, going so far as to suggest that this data should be collected independently but there would be a need to address the sensitivities of being perceived to be extractive. To date, the ability of companies in this category to report information has relied on the nature of the relationship with the project team and the levels of trust experienced. In the context of Zimbabwe, there is a range of responsiveness by companies to share data again correlating with levels of trust.

There is an interest to identify what the minimum data reporting requirements are, what innovations can be leveraged to generate reporting, learning and transparency, and what - if anything - these M4P-related projects can learn from others such as AECF, AgDevCo and ultimately CDC. Ideas relating to whether micro and SME versions of ESG guidelines might be created to provide progress in this context have also been raised.

Projects investing in SMEs and Agribusinesses

Prior to DFID involvement, AECF investee companies are usually very small, without structured and formalised management and information systems. In some cases, the companies are “in distress” and companies will be acutely focused on day-to-day issues. They typically have only very basic data, on financial performance. There has been a tendency in the past to request more data than is easy for the companies to provide, but that balance is improving.

AECF implements a comprehensive results measurement mechanism. It is also investing in understanding the attribution of benefits to the poor and the transparency of results measurement in the impact investing sector. Comparisons of different approaches and models, including those that create contractual employment are being pursued. They believe that there is good potential for lowering results measurement costs in a world where multiple actors are creating data and a need to increase the understanding of how they make use of it most efficiently. They are developing a more comprehensive programme of low-cost results verification for both AECF and its investee firms. They also apply a gender lens (2018) which is being mainstreamed across AECF and have a dedicated ‘Investing in Women’ window to understand women’s economic empowerment aspects in greater detail. AECF are elucidating how their investments bring individuals either decent work or economic activities with the characteristics of decent work and are also tracking youth employment so that investees can impact on jobs for the young.

AgDevCo’s priority approach now is to focus on data and info that is of direct benefit to its investee companies. Often the first investor (sometimes of several) determines the scope and content of initial data reporting. There is a recent trend toward helping companies put the data that is helpful for them into a reporting dashboard, especially focusing on data on customers, financial performance, suppliers and sourcing, where appropriate.

AgDevCo has recently done a significant review of its logframe, which reduced the data requirements²⁶. Data such as hectares of land under different systems or crops has been removed because it was not essential for the companies and added significantly to workload, time and cost of collection. Focus is now on the financial

²⁶ AgDevCo had a third-party Review of its Developmental Impact in 2016 with another scheduled in 2019

and commercial performance of the company. Data for indicators such as income uplift can use some company data and be triangulated with other data, to the minimise data collection burden. AgDevCo has also analysed which jobs / work are suitable for which age categories and the age profile of the workforce, again primarily because this is useful for the company. AgDevCo is using a Lean Data approach, without use of the proprietary system, because this can reduce the amount of data required. They have recently moved from an independent measurement and results verification function to an internal management support function that utilises technology and introduces efficiencies simultaneously.

There are, however, some outstanding issues that persist, including:

- Fund Managers, through which some programmes mostly work, are most keen to assess the costs of lending, but these indicators are not so relevant for DFID.
- Greater use of technology is likely to drive further efficiencies but requires capital investments.
- Multiple platforms for data are being rolled-out, without much commonality, and there are not yet any obvious winners or dominant players.
- There remains large disparity and fragmentation in approaches, without a single approach to data in use or templates, lowering the opportunities for harmonization, standardization or shared surveys.
- Increasing use of mobile money platforms and systems to record transactions is both useful to the company as well as providing integrated solutions to measuring impacts.
- In general, larger companies have and can get better data than smaller ones, but this is not universal.
- Some companies have a need for much greater info on their suppliers and that need can be harnessed to help get data that DFID requires.
- It seems likely that DFID would need to spend more on measurement and results data and verification in order have better data and therefore better-quality information.
- No more than two interviewees had heard of the Businesses Sustainable Development Commission's SDG index and none were aware that it was being used.

Both these initiatives have a greater familiarity with headline results on jobs. DFID is reported to be impressed with the statistics and they hold tremendous potential both to innovate in this area as well as to bridge the gap between M4P interventions.

CDC have commercially-driven approaches that seem to be most advanced but are using a Lean Data system that is believed to be proprietary and much more commercially-oriented. This system also presents interesting recent developments and steps in both tracking directly-employed jobs but also standardising multipliers to develop insights into indirect effects to job creation²⁷. Whilst CDC was not an example examined in detail during the deep dives it appears to have some of the most advanced thinking on this subject and is testing an approach in deep dive case studies that can provide significant learning across the portfolio.

Whilst approaches such as Lean Data appear to have significant potential for major reduction in the costs of gathering data of at-least adequate quality, more work is needed on some common approaches to data requirements and to data definitions, before such approaches can be widely rolled-out and can deliver the maximum benefit.

5.2.2 Other Approaches

Other approaches which interviewees were aware of, and / or which the Review team are aware of, include the IFC framework which is being pursued within GAFSP and the UK Innovate system for reporting end-of-

²⁷<https://assets.cdcgroup.com/wp-content/uploads/2018/06/25150849/Methodology-for-measuring-total-employment-effects.pdf>

project completion reports on businesses which have received grants for early or late stage industrial support for commercialization. It is however difficult to answer how well they are doing, given the nature of DFID's Jobs strategy, and the levels of evidence that are in the public domain, without a much greater effort of research and in the absence of digging into much broader approaches for measuring jobs that may fall outside the Agriculture sector.

Other example approaches include Acumen's Lean Data Approach (already mentioned), Root Capital, GIIN's IRIS, ESG indices (there is a proliferation of these approaches²⁸) in use in commercial agriculture private equity investment portfolios, and the Future Fit²⁹ approach which looks potentially interesting as a model, because it links to SDGs.

DFID is already supporting work on some of the above, and the Impact Measurement Project (IMP), which aims to bring a more harmonised approach to thinking about, and measuring the impact of investments, both intentional and unintentional. The IMP currently focuses on the "early adopters" amongst, mainly the self-described "impact" investors. It has the specific objective to broaden out the use of a more consistent framework to a greater number of, more conventional, investors, which control a much greater investment portfolio and thus whose investments are likely to have substantially greater impact. DFID is also supporting work on other tools for collection and analysis of impact data.

DFID's critical role in these initiatives is to be applauded. As our research has found, there is a significant need for a more consistent approach, even within DFID's own portfolio, and hence this will be work-in-progress for some time.

Guidance on PE from DFID and other approaches.

DFID advocates the use of the Development Impact Grid³⁰ to incentivize PE efforts including CDC to make investments in more countries with challenging contexts³¹ and in sectors³² with the highest propensity to create jobs. This DIG tool helps to shift investments to those that are more impactful and likely to attain results at the level of the SDGs.

DFID investments through CDC and Private Infrastructure Development Group (PIDG) activities support the growth of businesses and new infrastructure projects in Africa and South Asia that would otherwise go unfunded³³. DFID reports include two key figures: for PIDG, includes total commitments to private sector investment reaching financial close in 2015-2017; and for CDC, private investment mobilized by CDC in 2015 and 2016, based on the latest OECD methodology.³⁴

There are several initiatives on-going that seek to standardize tools and methods that can lead to private sector-led job investments, and it allows international financial institutions, fund managers, development practitioners, and governments to build on existing knowledge to develop solutions. The Let's Work

²⁸ CDC have a toolkit on Agriculture and aquaculture <https://toolkit.cdcgroup.com/sector-profiles/agriculture-and-aquaculture/>

²⁹ <http://futurefitbusiness.org/resources/sustainable-development-goals/>

³⁰ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/540181/CDC-development-impact.pdf

³¹ Categories are A-D include market size, income level, ability to access finance, and ease of doing business (using the WB Doing Business rankings) excludes India.

³² Propensity of each sector to generate employment through i) potential to generate employment directly (measured by the employment skilled and unskilled), ii) the potential to create employment through backward linkages in the supply chain (measured by the local procurement to capital ratio) and iii) the potential for investment into essential infrastructure to remove business constraints and build an environment for jobs.

³³ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/722395/Methodology-Note-Private-investment-mobilised.pdf

³⁴ <http://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/DAC-Methodologies-on-Mobilisation.pdf>

initiative³⁵ is a partnership of 30 institutions tracking the number of jobs generated from private sector institutions and from private sector-led interventions, the quality of those jobs, and how inclusive those jobs are in a standardized way. Their work is based on the indicators developed by the WB (included on page 77/78). Their efforts in developing a handbook include experience across results of comprehensive value chains (including across different firms, direct and indirect jobs created within the value chain and jobs destroyed), tracer studies (documenting changes in employment and wages and high-quality jobs creation over time in former beneficiaries or participants in a project) for measuring past interventions, and macro-simulation impact evaluation pilots (the most comprehensive assessment tool for simulating indirect effects of supply chains and distribution networks and induced effects of an intervention) conducted in eighteen countries over the past three years including 30 case studies to estimate the job impact of investments focused on skills training, better working conditions, financial markets, and sectors such as agribusiness, construction, small and medium enterprises finance and infrastructure. DFID are a key partner in this initiative.

Several other attempts to develop standardized systems for measuring impact as well as practices and codes of conduct to adhere to include:

- Impact Reporting and Investment Standards (IRIS) and the Global Impact Investing Rating System (GIIRS)³⁶ developed by the Global Impact Investing Network (GIIN)
- BACO³⁷ Ratio by the Acumen Fund
- SROI (which calculates social return on investments) created by the American philanthropic fund REDF³⁸

³⁵ <https://www.jobsanddevelopment.org/lets-work/>

³⁶ <http://b-analytics.net/content/giirs-fund-rating-methodology>

³⁷ https://acumen.org/wp-content/uploads/2007/01/BACO%20Concept%20Paper_01.24.071.pdf

³⁸ <https://redf.org/learn-category/sroi/>

6 Recommendations

The primary purpose of this Review is to provide data, analysis and a description of the current situation of the Commercial Agriculture Portfolio. However, in addition to those, we provide below some initial recommendations, based on the two separate parts of this Portfolio Review. We comment first on the two main topics of the qualitative research phase, and then on the more generic aspects applying to the whole portfolio, grouped together under stages of the project cycle, and then finally on Portfolio Reviews.

6.1 Jobs and Decent Work

DFID should aim to provide much clearer guidance on measuring jobs and on standards of decent work. An ambition to have clarity on at least four outcomes (including direct jobs, indirect jobs, induced jobs and the number of people benefitting from increased incomes) would be welcome and these should be specifically tailored to the Agriculture Sector. This would require some investment in:

- definitions;
- reference sheets to describe and guide the measurement of specific indicators that were harmonized in order to be aggregated credibly and with some consistency in data collection methods;
- adequate opportunity for programmes to self-report; but also,
- additional designed-in support to verify and triangulate self-reported data, and / or to carry out deeper evaluative dives in specific case studies or enterprises or value chains.

Clarity on the kinds of ILO multipliers that are applied in dealing with those who are benefitting from these jobs created, sustained or improved, would be welcomed. Greater consistency on the definitions of all indicators and multipliers, whether they be sanctioned by the ILO or not, so as to be able to aggregate figures across the portfolio to illustrate cumulative figures, is also needed.

Consideration should be given to the feasibility of a standard set of multipliers for the agriculture sector e.g. general equilibrium model of the IMF, and then to graduating the CAPR towards more standardization around indirect jobs measurement.

Greater use of standard metrics, definitions and reporting is needed too, and that would allow future inclusion of data from rather more than the only 30 projects currently in the SDF.

Alongside clarity on definitions, indicators and data collection methods, due consideration must also be given to the methods themselves in different contexts and programmes require testing, learning and refining. Whilst this will ensure that aggregation across the portfolio is more accurate, it will also generate knowledge on how best to ensure that the measurement strategy can dovetail with national statistical information, to provide insights on the impact of these programmes at a much higher level. Working alongside those who are committed to improving national statistical information (on rural employment rates, frequencies and indirect effects) would be worthwhile.

6.2 Private Sector Monitoring Data

Before other programme-specific changes, DFID is recommended to give further thought to clarifying its overall approach to information and data requirements, collection, management and use. If it wishes to have the information and analysis which allows the most credible and supportive accountability and advocacy, significantly greater standardisation of metrics and definitions will be needed, as well as significantly greater actual application of the more-standardised approach.

A more standardised approach may need to include:

- Defining more clearly the minimum data that DFID needs from all relevant projects and programmes.
- Ensuring that those requirements are consistent with those required for the Single Department framework or amending the guidance for the SDF to encompass guidance for the inclusion of results.
- Greater allowance for, and requirement for data additional to that required for logical frameworks.
- Ensuring that all the benefits achieved by DFID projects, including indirect and induced benefits such as job and work creation, are captured in the minimum data requirements, provided that they can be – and will be – robustly measured.
- Strengthening the adherence to the standardised approach to data, across all relevant portfolios and at all stages in project management, from identification and design through to post completion reviews.
- Reducing the level of flexibility – regarding quality, comprehensiveness and timeliness – in data reporting which is observed.
- Not finalising decisions on the above until the implications of rapidly changing technology have been considered, and where possible, anticipated.
- Greater allocation of resources to the requirements of the data management approach.

The more standardised approach recommended above, and the clearer guidance sought from DFID in relation to measuring jobs and to standards of decent work, also mentioned above, will then have a direct influence on the nature and types of private sector monitoring data required. That data will undoubtedly include some standardised data requirements and also some more project-specific metrics, tailored to suit projects that may include M4P approaches, direct and indirect investment, other approaches to SME development, or combinations of these.

DFID is recommended to take advantage wherever possible of the clearer learning opportunities between AECF, AgDevCo and CDC and other externally supported initiatives such as Acumen Lean Data, Root Capital, users of IRIS and ESG approaches and indexes, and potentially anyone using the Future Fit model and to capitalise on the work to develop a handbook by the Let's Work initiative.

6.3 Project identification and design

If DFID is to be able to have good data, analysis and thus information about its portfolio, the requirements of that need to taken account of all the way through the project cycle, starting at project identification and design.

Project design should take account of the requirement to be able to analyse the portfolio by sector.

Project design should take into account, and require the application of, DFID's standard reporting systems and Framework.

There should be a clearer relationship between expected and reported results, aggregated metrics based on robust harmonized systems and up-to-date, relevant reviews and log frames.

Project design should require disaggregation of targets and results by either gender or sex. DFID should decide which of these forms of disaggregation is its standard practice.

DFID should make sure that the actual target set for reaching female beneficiaries, in each project or programme, is sufficiently ambitious to meet its policy objectives.

It should perhaps go without saying, but there appears to be a need to say, that some basic aspects of good practice in project identification and design need to be in place. They are not yet always in place. These aspects include:

- Adequate quality of preparatory investigations, including: in-depth diagnosis of the relevant obstacles to agricultural development, in any particular area and context; prioritisation of those obstacles by relative importance; identification of possible methods of mitigating as many as possible of the most important obstacles; coordination with other interventions and initiatives, in the same area and / or policy domain;
- Good ability to investigate and analyse fully – and meaningfully - a value chain;
- Good political economy analysis;
- Rigorous logframe and theory of change logic;
- Effective and comprehensive design, which takes account of, and acts on, all of the preceding points;
- Inclusion of all the relevant and necessary financial data in logframes;
- Prompt upload to DevTracker of all relevant project files, as soon as they are approved; and,
- Ensuring that logframe files uploaded to DevTracker have actually got some data in them.

6.4 Portfolio composition

It appears to be the case that DFID approaches project identification and bases decisions on new projects, primarily on need, regional and country strategy and suitability of opportunity. We recommend that DFID continue that approach.

As noted above in the Insights, some possible additions to the portfolio have been identified. We recommend that DFID give consideration to the following topics: -

- 1) Additional projects appear to be needed to deepen our **understanding of the process and the progress of the transition which some farmers make from non-commercial to commercial**. Many projects aim to support, and increase the numbers going through the “stepping up” process but there is not yet enough clarity about the key drivers, constraints and implications. How does a farmer make the transition from non-commercial to commercial? Is there a “trigger” for that transition? Are the key constraints to that transition technological, or market-related, more to do with the opportunity to expand the area farmed, or fundamental to the person? How much is the change linked to successful extension, and how much to land tenure issues? Which of these is the most binding constraint, in which situations and contexts?
- 2) It remains the case that for **two, linked, spatial aspects of agriculture**, there are not yet enough projects, and / or not enough information, to allow their full importance to be appraised:
 - a) There is little data on the spatial location factors (as set out within DFID’s conceptual framework) as they apply to each specific project, and hence we cannot analyse the significance of that for results.

DFID’s conceptual framework suggests that different opportunities exist in different “zones”, summarised in the chart below.

'Dynamic zones'	'Intermediate zones'	'Hinterland zones'
<ul style="list-style-type: none"> Centred around cities and town that are transforming fastest, with limited public interventions; strong linkages between a growing rural non-farm economy and capital-intensive agricultural intensification. 	<ul style="list-style-type: none"> The 'missing middle' zone, with high agri-climatic potential but limited transformation to date due to relative distance to cities and towns 	<ul style="list-style-type: none"> Less favoured areas that are distant from markets, with weak infrastructure and low agro-ecological potential leading to low-productivity and largely subsistence agriculture and low-return rural non-farm activities.

At present, many – but not all - projects have activities across multiple zones and, as a result, it is hard to have adequate data, and be able to analyse it in ways which the relative impact of projects and activities in those specific zones. Such an analysis might well give useful indicators about where to focus future programming.

- b) With the current portfolio, the **link between availability of adequate rural infrastructure (especially roads, cell phone coverage and internet access) and successful agricultural development** is difficult to explore.

It has been said that the late Dr Norman Borlaug, so-called “father of the green revolution”, when asked his view of the three most important factors required for agricultural development, responded by saying “rural roads; rural roads; and rural roads.” The story may be apocryphal. Nevertheless, it appears likely that the speed of agricultural development, and speed of reduction of rural poverty, at least can be affected by the presence or absence of rural infrastructure. Assuming that access to, for example, good extension and market information is important, nowadays, one might add cell phone coverage and internet access to the rural roads.

From the portfolio reviewed, it is not evident that this factor is being taken account of, reflected in the programming, or in project design. It may be, but it is not clear. And it is fundamentally important: for all development interventions, effective programming and project design requires a comprehensive understanding of the constraints which are hindering the development sought, and of the relative importance of the constraints. Which are the most constraining and, of those, which can we make a significant impact on?

Hence, the possible ways in which DFID could approach this issue might cover the following, in the order suggested below, or close to it: -

- i. Informal consultation within DFID about the issue, to establish the current state of knowledge and opinions on its effect on programming;
- ii. A review of recent project identification and design to understand whether, and to what extent the choice of projects and the design of them:
 - was based on good data about rural infrastructure;
 - took account of that good data; and,
 - responded effectively to the infrastructure context found; and,
- iii. A literature review – covering published and grey – of the topic, to establish what research has already been carried out and “what we know” about the link between infrastructure and the pace of agricultural development.

Once those initial investigations have been carried out, then the opportunity for, the scope and scale of, and the points of application for any further changes and or work would be clearer.

- 3) Climate change and adoption of climate-resilient agriculture: climate change and its implications for agriculture have been an important focus for DFID's agriculture portfolio for at least 10 years, and perhaps more. Given the recent IPCC forecasts and given the time now spent by DFID on improving climate resilience of farmers, now would be a good time to review the progress made, assesses its adequacy in the light of more recent IPCC forecasts and make recommendations about future programming in the light of the findings.

6.5 Project management and oversight

We recommend that DFID give serious consideration to its systems for, and requirements for a consistent approach to information from its project management and oversight, and to the extent to which those systems are adhered to. The current lack of availability of data, inconsistency of data and timeliness of data are inhibiting the ability to carry out an assignment such as this Portfolio Review but also the ability to provide comprehensive and good quality information about its achievements and successes.

6.6 Design and process for Portfolio Review

We think that a review of this type can be immensely important for understanding the allocation and application of resources and for informing future programming. We recommend that DFID give further consideration to the Portfolio Review process for commercial agriculture, in particular to:

- The longer-term plans for such reviews – and the implications for greater investment in transferring data to different software, of constructing an analysable time-series of data, etc.
- The optimum frequency – will there be sufficiently significant change, and will the quality of the data allow adequate accuracy of any trends – to make conducting a review each year worthwhile?
- The methodology needed for reducing the subjectivity needed for some parts.
- The need for consistency of approach, to have an accurate time series of data, which in turn is necessary to determine changes over time and trends.
- The resources needed to conduct a Review of this type, well, and to provide accurate data and analysis.

Annex 1 – Terms of Reference

Terms of Reference: Commercial Agriculture Portfolio Review 2018

1. Introduction

DFID's Agriculture Policy Framework and Economic Development Strategy have identified commercial agriculture as a key part of DFID's approach to agricultural development and inclusive growth. In particular, the economic development strategy commits DFID to taking an increasingly commercial approach to agriculture by

- Boosting agri-business investment, financing agriculture infrastructure and supporting smallholder farmer access to markets;
- Helping farmers and their families to have opportunities and jobs outside of their farms, and supporting SMEs in rural areas
- Supporting subsistence farmers, without other economic opportunities, to avoid hunger, malnutrition and extreme poverty
- Encouraging commercial approaches that reduce the cost of nutritious diets.

As part of this approach, DFID is finalising the procurement of a programme to improve economic opportunities for smallholder farmers. The Commercial Agriculture for Smallholders and Agribusiness (CASA) programme will combine country level interventions with a programme of global learning and policy influencing in order to attract increased investment into smallholder related agriculture.

As part of this programme in August 2017 DFID undertook a first commercial agriculture portfolio review (see Annexes 1 and 2). This review analysed 65 programmes and identified a number of themes and recommendations for DFID in relation to our programming. These terms of reference are for the commissioning of a second portfolio review.

2. Objectives of the second portfolio review

The objectives of the second portfolio review are to:

- Update the existing commercial agriculture portfolio review to take account of new programmes and changes in others;
- Rigorously verify and revise data relating to targets, results and budgets for each programme to enable them to be reported externally and to consolidate all review findings in a Power BI format;
- Conduct additional analysis of public information on certain climate and women's economic empowerment related objectives
- Conduct a deep dive analysis of the way in which the portfolio addresses jobs in terms of i) job definition and targets, ii) approaches to job creation and iii) standards and approaches to decent work and labour standards;
- Conduct a deep dive analysis of the monitoring data gathered and methods used by programme implementers from private sector companies and investors that are beneficiaries of programmes in order to identify gaps left where we need to know more about poverty impacts when committing ODA and useful approaches to "lean data" gathering
- Identify emerging trends and lessons from the portfolio and make recommendations for how DFID should further develop its work in this area.

3. Scope of the services to be provided

The contractor is expected to conduct the portfolio review across all ongoing DFID commercial agriculture programmes using publicly available information from <https://devtracker.dfid.gov.uk/> such as business cases, annual reviews, logframes etc along with other public document such as evaluations and reports. A parallel process will be undertaken by DFID staff in relation to programmes for which conceptualisation or a full business case is currently under preparation.

An existing list of the programmes that are within scope for this analysis will be taken from the previous portfolio review.

For the deep dive analysis, the contractor will be expected to interview lead advisers and staff in head office departments.

The services related to this contract are expected to be performed in the contractor's home country and no international travel is anticipated.

3 Approach

The assignment is expected to include the following stages.

Inception Stage and preliminary update – 4 weeks

During this stage the contractor will mobilise their team and engage with key DFID counterparts in the Growth and Resilience Department for this assignment.

During this phase the contractor is expected to update the existing information on commercial agriculture programmes using publicly available information (from <https://devtracker.dfid.gov.uk/> and elsewhere) in the following ways:

General update:

- Add complete information relating to new programmes
- Update information on all programmes relating to budgets, targets, results and other information
- Propose more granular sub-sectors of commercial agriculture (e.g. beyond the current headings of agribusiness investment, input value chain development etc) that could be used for the analysis of the portfolio;

Targets and results:

- Review and revise information for all projects relating to the targets and results achieved. This will require proposing a more nuanced approach to categorising targets, obtaining agreement from DFID and gathering data against the revised categories. For example, instead of having a single measure for “smallholders reached” the revised category should differentiate between programmes which improve access to services/markets and those which seek to increase smallholder incomes. An additional measure of “people with improved access to land rights” should also be incorporated and analysed for relevant programmes.
- Conduct a more rigorous analysis of the targets and results reported to ensure that numbers are aggregated more consistently to give an accurate picture of the true impact of the portfolio - this may be done on a proportionate basis with closer attention paid to the more significant results.

Women’s economic empowerment:

- Revise the gender categorisations for certain projects in line with the findings of a recent women's economic empowerment analysis of the portfolio (Annex 3).
- Incorporate and analyse the findings of a separate gender rating exercise that will be conducted by DFID in parallel with this portfolio review. DFID will conduct this more detailed 8-measure analysis of all programmes to determine the gender rating for the portfolio (see Annex 4 for more information).

Climate:

- For programmes that have climate objectives and use ICF funds (see list in Annex 5), identify which are commercial agriculture programmes and ensure their inclusion in the core analysis of the portfolio review.
- For commercial agriculture, ICF funded programmes, conduct further analysis of the ICF indicators that are reported against in order to identify the most commonly reported KPIs and to summarise the climate-related targets set and results achieved by these programmes. For programmes reporting against 'increasing people's resilience', summarise the ways in which these programmes are identifying this.
- Classify these programmes by the climate-related interventions or design features they support using a typology to be agreed with DFID's Climate Smart Agriculture adviser.
- Synthesise any standout achievements against climate objectives (as identified in ARs / project documents).

Analysis:

- Analyse and present data using Power BI software.

The **output** of this inception stage will be an inception report including:

- Preliminary analysis of the portfolio of commercial agriculture programmes
- Revised workplan for the remainder of the assignment

Analysis Stage – 4 weeks

During this stage the contractor will interview lead DFID advisers responsible for agriculture in up to 15 country offices and head office departments with commercial agriculture programming (Private Sector Department, Africa Regional Department, Research and Evidence Division). The purpose of these interviews will be to undertake a qualitative assessment and to conduct deep dive assessments into the portfolio.

Qualitative assessment: The qualitative assessment should review the overall portfolio and provide an analysis which covers the following:

- A review of DFID's commercial agriculture programming along thematic lines covering sub-sets of commercial agriculture programming such as agribusiness investment, market system development etc.
- An overall analysis of changes in the balance of the commercial agriculture portfolio in terms of the relative weighting of different thematic areas, geographies, approaches, development impacts, intermediaries and target beneficiaries within the portfolio. This analysis should build on

the findings from the 2017 report and should identify further gaps and areas for engagement by DFID and should consider the DFID portfolio in the light of other approaches to commercial agriculture development used by other donors.

- An analysis of new trends and emerging lessons from the portfolio in order to identify recommendations for how the design and implementation of commercial agriculture programmes, including CASA, can be improved.

In addition to the qualitative review the supplier should conduct two **deep dive assessments** as follows:

1. **Jobs/decent work:** DFID's economic development work seeks to sustain jobs and rural livelihoods and promote decent work for all. The commercial agriculture portfolio contributes significantly to this by sustaining jobs in agribusinesses and their supply chains, by sustaining the incomes livelihoods of smallholders and by contributing to human development outcomes. The objective of this deep dive analysis is to understand how jobs and livelihoods are measured in the current portfolio and consider the extent to which these are the most appropriate ways of measuring the success of commercial agriculture.

The purpose of the deep dive is to:

- Understand how DFID agriculture programmes **define and measure** i) "jobs" in terms of support for formal jobs, self-employed farming and wage labour sustained in supply chains and the wider community and ii) "decent work" in terms of working conditions, income levels, predictability of employment etc and iii) equity of access to sustained jobs or improved livelihoods (who benefits most from this new work), including consideration of how income distribution, gender, disability, age and geography of beneficiaries is currently measured;
 - Understand the **common approaches** to sustaining jobs and promoting decent work across the agriculture portfolio, quantifying the impact of different approaches, assessing their relative value for money and identifying any gaps in DFID's current suite of approaches compared to other organisations;
 - Assess the relevance of common jobs/livelihoods measurement methodologies to measure results and impacts from commercial ag interventions and propose **alternative methods** for defining and measuring jobs, livelihoods and decent work in agriculture programmes that are in line with DFID policy
 - Propose **alternative approaches** to sustaining jobs and livelihoods and decent work in agriculture that have been proven to be effective elsewhere.
2. **Private sector monitoring data:** the private sector is the most common channel for DFID's commercial agriculture work. Companies and investors that use DFID funds must gather data on a range of development impacts which may not be central to their primary business objectives and DFID is unsighted on the cost of collecting this data. This creates variation in the data that is gathered by implementing partners and the purpose of this deep dive is to better understand:
 - What data companies and investors receiving DFID funds are required to report to DFID in terms of both commercial results and development impacts (building on the review conducted by IDS in this area in Annex 6). Where possible, the analysis should also identify development data that companies are being asked to report by other organisations such as the Businesses Sustainable Development Commission's SDG index.
 - What data DFID-supported companies collect but do not share that could be relevant for DFID's accountability against the UK Aid Strategy, the DFID SDF and its core mandate of reducing poverty.
 - What approaches companies and investors use to gather and validate the monitoring information required by DFID and the challenges and benefits of these approaches.

- Recommendations for other data and approaches (supported by evidence of application elsewhere) that DFID and its partners can use to improve the efficiency and effectiveness of the data gathering on its commercial agriculture projects.

The **output** of this analysis stage will be a draft portfolio review report including:

- In-depth analysis and recommendations for DFID practice in the two deep dive areas;
- Overall analysis of the commercial agriculture portfolio and identification of gaps within the portfolio;

Validation and conclusions phase – 2 weeks

The draft portfolio review report will be reviewed by the DFID Senior Commercial Agriculture adviser and will then be presented by the contractor to the Agriculture Team within the Growth and Resilience Department. Following this analysis the contractor will review the report, make necessary changes and produce a final portfolio review report.

The **outputs** of this validation and conclusions phase are the final portfolio review report and a presentation of the findings from the review to DFID staff and other invited parties, including a PowerPoint presentation summarising the report.

4 Outputs and timeframe

The key outputs of the assignment are as follows:

- Within 4 weeks: Inception report including the preliminary portfolio review data and report.
- Within 8 weeks: Draft Portfolio review Report
- Within 10 weeks: Validation workshop with DFID staff and Final Portfolio review Report.

5 DFID Coordination

The contractor will report to Simon Calvert, Senior Commercial Agriculture Adviser in the Growth and Resilience Department, who will sign off all outputs following consultation within DFID. The contractor is expected to work closely with the named DFID advisers in each country office and key head office departments.

A peer review group will be established comprising the Senior Commercial Agriculture Adviser, lead advisers from DFID country offices, representatives from Africa Regional Department and relevant Heads of Profession. The peer review group will review the draft and final portfolio report.

6 Required Expertise

The contractor is expected to have the following expertise:

- Good overall understanding of agricultural development and the full range of approaches to commercial agriculture in the moment, including awareness of the evidence base relevant to commercial agriculture;
- Strong analytical skills and ability to identify clear trends and generate recommendations from large volumes of data;

7 Responding to the ToR

In responding to these terms of reference, interested contractors should outline:

- Understanding of the terms of reference and questions relating to them
- Proposed approach to this assignment
- Proposed team structure and CVs of individuals to be involved
- Organisational experience summaries
- Budget analysed by type of staff, daily rates, expenses

Annex 1 - Commercial Agriculture Portfolio Review Report 2017

Annex 2 - Commercial Agriculture Portfolio Review Spreadsheet 2017

Annex 3 - Women's Economic Empowerment Review of the Commercial Agriculture Portfolio

Annex 4 - Gender Rating Exercise

The women's economic empowerment review of the commercial agriculture portfolio (see Annex 3) recommended that future portfolio reviews could be strengthened by

- Extending the commercial portfolio review spreadsheet to include the eight dimensions used to generate the programme gender rating, and
- Recording progress in meeting targets on women in both numerical and percentage terms

DFID will undertake the rating of programmes but the service provider is expected to incorporate these findings into the overall database/spreadsheet and analysis reporting. The service provider is also expected to further elaborate the database/spreadsheet to record progress in terms of percentage completion.

Annex 4 (p30):

Dimension	Basic position	Additional steps towards - gender-responsiveness
Gender strategy	<ul style="list-style-type: none"> • Gender analysis/context • Gender strategy 	<ul style="list-style-type: none"> • Clear objectives on WEE from the outset

Targets for women's engagement	<ul style="list-style-type: none"> Targets for women's engagement in Logframe at output, outcome and/or impact level 	<ul style="list-style-type: none"> Targets for women's engagement that go beyond the current engagement of women in a specific sector or activity
M&E	<ul style="list-style-type: none"> Sex-disaggregated data collected in ongoing monitoring Baseline survey includes sex-disaggregated data and a gender perspective 	<ul style="list-style-type: none"> Further M&E work to capture outcome/impacts on WEE
Project management staff	<ul style="list-style-type: none"> Presence of gender specialist/gender focal point in team 	<ul style="list-style-type: none"> Staff skills on WEE developed in order strengthen their ability to mainstream gender and promote WEE across programme components
Partners	<ul style="list-style-type: none"> Partners commitment to WEE 	<ul style="list-style-type: none"> Capacity development of private sector and other actors to mainstream gender and promote WEE
Field activities	<ul style="list-style-type: none"> Examples of gender mainstreaming in programme activities 	<ul style="list-style-type: none"> More innovative gender transformative approaches
Progress on reaching targets	<ul style="list-style-type: none"> Targets met in numerical terms 	<ul style="list-style-type: none"> Targets met in percentage terms as well as absolute numbers
Knowledge management and sharing *	<ul style="list-style-type: none"> Specific studies undertaken with gender focus 	<ul style="list-style-type: none"> Sharing of evidence, advocacy, networking

Annex 5 - List of Programmes with ICF Funding

Project Title
Africa Division funding to the African Agriculture Development Company (AgDevCo)
African Agriculture Technology Foundation (AATF) Phase III (2015-2020)
Building Resilience and Adaptation to Climate Extremes and Disasters
Building Resilience and Adaptation to Climate Extremes and Disasters
Support to Consultative Group for International Agricultural Research (CGIAR)
Building Resilience Through Asset Creation and Enhancement II – South Sudan (ICF Programme)
Building Resilience Through Asset Creation and Enhancement II – South Sudan (ICF Programme)
Support to the West and Central African Council for Agricultural Research and Development (WECARD/CORAF)
Combating Infectious Diseases of Livestock(CIDLID)
Building Resilience Through Asset Creation and Enhancement II – South Sudan (ICF Programme)
Arid Lands Support Programme
Global Network of Climate Technology Innovation Centres
Enhancing Community Resilience Programme
Improving Market Systems for Agriculture in Rwanda (IMSAR)
African Agricultural Technology Foundation (AATF) Phase 2 of DFID Funding, 2010 – 2013
Enhancing resilience in Karamoja Uganda
Livelihoods and Food Security Trust Fund for Burma (NUTSEM)
Market Development in Northern Ghana
Enhancing resilience in Karamoja Uganda
Research Into Use Programme - Scaling Up Outputs From DFID's Natural Resources Research
Research Into Use Programme - Scaling Up Outputs From DFID's Natural Resources Research
Market Development in Northern Ghana
Northern Uganda: Transforming the Economy through Climate Smart Agribusiness (NU-TEC)
Productive Safety Net Programme Phase 4
Productive Social Safety Net Programme
Programme of Support to Agriculture in Rwanda
Care Adaptation Learning Programme
Programme of Support to Agriculture in Rwanda

African Agricultural Technology Foundation (AATF) Phase 2 of DFID Funding, 2010 – 2013

Promoting Conservation Agriculture in Zambia

Enhancing resilience in Karamoja Uganda

AGMIP - Agricultural Model Inter-Comparison and Improvement Project

Arid Lands Support Programme

Climate Smart Agriculture in Africa

Provision of finance to the Rwanda Fund for Climate Change and Environment

Research Programme Consortium on Leveraging Agriculture for Nutrition in South Asia (LANSA)

Rural Access Programme 3

Comprehensive Programme on Spatial Planning and Low Carbon Development in Papua

South Sudan Humanitarian Programme (HARISS) 2014 - 2020

AGMIP - Agricultural Model Inter-Comparison and Improvement Project

South Sudan Humanitarian Programme (HARISS) 2014 - 2020

Support to the Global Agriculture and Food Security Programme (GAFSP)

Support to the Global Agriculture and Food Security Programme (GAFSP)

Support to the International Agriculture Research Centres

Sustainable Crop Production Research for International Development (SCPRID)

UK Caribbean Infrastructure Fund

Forest Governance, Markets and Climate

International Forestry Knowledge (KnowFor)

Investments in Forests and Sustainable Land Use

Forest Governance and Trade

Provision of finance to the Rwanda Fund for Climate Change and Environment

Comprehensive Programme on Spatial Planning and Low Carbon Development in Papua

CONGO - Improving Livelihoods and Land Use in Congo Basin Forests

Congo Basin Forest Fund (CBFF) Start Up Programme

Accelerating Forest Tenure, Policy and Market Reforms

Green Economic Growth for Papua

Monitoring , Evaluation and Learning from the International Climate Fund

CONGO - Improving Livelihoods and Land Use in Congo Basin Forests

Climate High-Level Investment Programme
Multi-Stakeholder Forestry Programme - Nepal
Monitoring , Evaluation and Learning from the International Climate Fund
CONGO - Improving Livelihoods and Land Use in Congo Basin Forests
Reducing Emissions from Deforestation and Degradation
Investments in Forests and Sustainable Land Use
Zimbabwe Reconstruction Fund (ZIMREF)
Forest Governance and Trade
Forest Governance, Markets and Climate
Strategic Influencing Fund
Support for a Senior Scientist at the Centre for International Forestry Research
Forest Governance and Trade
South Asia Alliance For Climate Resilient Landscapes And Livelihoods (SAACRLL) Programme
Reducing Emissions from Deforestation and Degradation
International Tropical Timber Organisation
International Tropical Timber Organisation
Accelerating Forest Tenure, Policy and Market Reforms
Congo Basin Forest Fund (CBFF) Start Up Programme
Care Adaptation Learning Programme
Forest Governance, Markets and Climate
Arid Lands Support Programme
Comprehensive Programme on Spatial Planning and Low Carbon Development in Papua
Strengthening Adaptation and Resilience to Climate Change in Kenya Plus (StARCK+)
Provision of finance to the Rwanda Fund for Climate Change and Environment
Northern Uganda: Transforming the Economy through Climate Smart Agribusiness (NU-TEC)
Productive Safety Net Programme Phase 4
Infrastructure for Climate Resilient Growth in India
Strategic Partnership Arrangement II between DFID and BRAC

Annex 6 - A Smallholder Data Portrait: What information does the private sector collect about smallholders, how can it be improved and how is it relevant to the SDGs

Annex 2 - Comments on 2017 Portfolio Review

The first review of DFID's Commercial Agriculture Portfolio was commissioned by DFID and delivered towards the end of 2017. It provides an interesting scoping and assessment of the Portfolio at that time and provides valuable insights into the composition, content and allocations within the Portfolio.

From this 2018 Review of the Portfolio, DFID wishes to be able to understand not only the updated position make up and composition of the portfolio, but also the changes; it seeks a time series of comparable data.

For any time series of data to be usefully comparable, several things are required: -

- An overall analytical framework;
- A replicable methodology; and,
- Accurate and consistently-gathered and -measured data.

For the 2017 Review: -

- large parts of the analytical framework can be deduced and extracted.
- some parts of the methodology are clear, but others are not: there is not a full description of the methodology in the Report.
- Some parts of the stated methodology have not actually been applied consistently.
- Some parts of the data used are not consistent with the stated methodology and multiple definitions of some data fields have been used.

Challenges found in 2017 review which obstruct the replication of the methodology include the following:

- A time period for inclusion of projects is stated, but some projects which do not comply with that period are included.
- Whilst DevTracker uses the status categories Implementation, Completion and Post-completion, the 2017 Review uses Active, Current and Not current, without any explanations of how these correlate, or don't, with the DevTracker categories. Intuitively, projects which have been completed will have the most accurate data, especially about actual spend and about results achieved. Only completed projects will have data on "actual" results, and actual costs: all other projects can only have data which estimates, forecasts or "to date".
- The data for some multi-laterally funded projects are either not accurate, or not allocated logically, with the result that the budget for agriculture, and / or the results achieved, are greatly exaggerated.
- No clear methodology for determining the Agriculture portion of the budget for a multi-sector project is evident. This has resulted in the likely budget for commercial agriculture (as opposed to say, health, or governance) being exaggerated, in some instances by up to c 500%.

- No clear methodology was found for allocating budgets to targets, so as to be able to assess costs. For example, for one project, the entire project spend is treated as the cost of one – out of 14 – logframe outputs.
- Some aggregation of data is inconsistent with data definitions which DFID uses for individual projects and thus may cause confusion. For example, a farmer who is “more climate resilient” is not, automatically, “more productive”, and vice versa.
- There is conflation and some confusion between some specific data fields. For example, the counting together of “households”, “farmers”, “small holder farmers”, “individuals” and “beneficiaries”.

Annex 3 – Detailed Methodology for the 2018 CAPR

This annex sets out a description of the methodology followed for the 2018 Review of the Commercial Agriculture Portfolio.

Overall analytical framework

DFID's purpose in commissioning a review of its agricultural portfolio is to be able to have better data about the scope, scale, content of the portfolio, the costs involved, and the results being achieved, primarily to inform future programming. This requires that DFID can have confidence in the data and the results being achieved and in the analyses of relative costs and results.

Given the number of projects involved – currently a total of some 70 projects³⁹ in the database – accurate data, consistent analysis and sound results from the analysis requires the use of a consistent, replicable, methodology and use of increasingly consistent, or standard, indicators and data definitions.

The 2017 Portfolio Review was the first – and valuable – execution of this portfolio review task. In addition to providing an overview of the whole Commercial Agriculture portfolio, and valuable description and comparison of the projects, there having been finite resources, the Review illustrated some of the challenges with carrying out such a task.

In close consultation with DFID, a better understanding of that Review has allowed the further development, refinement and tightening-up of the methodology for this 2018 Review.

The basis for the 2018 Review continues to be the DFID Conceptual Framework for Agriculture. In particular, the Review aims to understand and show the application of resources to the “Stepping up” part of that framework and the results of those resources. Hence, the projects selected for inclusion in the Commercial Agriculture Portfolio database are those which have a significant activity which is intended to help existing, already-commercial smallholder farmers and those “emerging / emergent commercial” who are aiming to move into, or do more commercial farming, as distinct from farming for their own requirements and those of their families.

Hence the overall framework is that the Portfolio Review will: -

- Capture at least the basic data about all DFID-funded projects which have a significant allocation of resources to Commercial Agriculture.
- Allow high level quantitative analysis of the entire portfolio, by a consistent methodology.
- Allow more detailed quantitative analysis about as many projects as have robust data, on factors such as the type of project, the allocation of resources, and the coverage of cross-cutting issues such as gender, nutrition and climate change.
- Allow detailed analysis of results achieved and the relative costs of those results, again for all comparable projects for which sound data is available, including only projects which are completed, and which thus have “actual” results.
- Inform and enable detailed qualitative analysis on topics of particular interest, by means of follow up interviews and further data gathering, on process topics, such as comparability of indicators and data, whether or not project results capture the full extent of “paid work” generated by the portfolio.
- Enable recommendations on such matters as composition of the portfolio, including gaps, the effectiveness of different types of project, and potential areas for greater attention.

³⁹ The word “Project” is used to include both projects and programmes.

- Allow the development of recommendations on longer term improvements to the selection, design, implementation and MRV of the portfolio, and to the processes involved.

Principles

A few important principles were applied to the 2018 review: -

- To try to capture and include in the portfolio database all projects (including “programmes”) which had a significant activity in Commercial Agriculture.
 - The importance of this is to try to capture the full scope and extent of spending on commercial agriculture.
- To use DFID’s Conceptual Framework for Agriculture as the guide for decisions regarding the interpretation of “Commercial” agriculture.
 - The scope of “commercial” is interpreted to be guided by the “stepping up” part of the farmer characterisation, and thus to include both “commercial” and “emergent / emerging commercial” farmers.
- To include in more in-depth analysis only those projects for which we were confident that there was suitable data, available from publicly available documents.
 - The first CAPR results included some anomalous results caused by including, for example, the entire budget of multi-sector projects.
- The ToRs for this 2018 assignment indicated the review was to be based on publicly available documents and data, backed up by any additional data gathered from interviews with DFID staff in the analysis phase.
- To only include in any analysis of results achieved, and / or their unit costs, or relative value for money, those projects which are in “Completion” or “post completion” status.
 - Agriculture projects achieve their results over a period of, usually, several years. Given that DFID commitments of money are commonly for the entire duration of a project, any comparison of early results with the full project budget is bound to be misleading. Aggregating such results simply makes misleading data even less meaningful.

Identification of Commercial Agriculture Projects

Projects for potential inclusion in the 2018 database were identified from three main sources: -

- The 2017 CAPR database – an Excel file, received from DFID;
- A list of projects funded by the ICF, provided by DFID; and,
- A search on DevTracker for projects with a start date after 01 October 2017, a date selected to identify those projects not included in the 2017 CAPR.

DevTracker is the primary source of publicly available information for UK Government-funded development activity. Whilst some other information – not included on DevTracker - is sometimes made available, to our knowledge there is not another source of multiple, publicly-available documents and information.

Aries numbers were used as the unique identifier for each project. Any anomalies regarding ARIES codes were noted.

Criteria for Inclusion in CAPR

The criteria adopted for inclusion – or not – of a project in the 2018 CAPR database were as follows: -

- Timing – Only projects which have been started and which have a latest end date on or after 01 January 2015 were included. (NB - The 2017 review said projects with an end date “after 2015” were included. In fact, those with an end date after 01 Jan 2015 were included.)
- DFID funding – projects which included a commitment of at least £2m of DFID funds to the Commercial Agriculture activities were included.
- Commercial agriculture – projects are included which apply funding to commercial agriculture, determined by reference to the question “is the target group commercial farmers – or emergent / emerging - commercial farmers, as set out in DFID’s Conceptual Framework for Agriculture?”
- Documentation available – only projects for which documentation was available were included. A small number of projects are mentioned in the DevTracker database but have no supporting documentation available; these were not included in the portfolio database.

Some projects were initially identified for possible inclusion, but then rejected, because they were intended to improve the overall business environment, which would benefit all sectors, not specifically commercial agriculture. Some commercial agriculture projects include nutrition, but not all nutrition projects address commercial agriculture.

Regarding timing, note that no projects have been dropped from inclusion in the portfolio database for the 2018 CAPR, i.e. projects which may now be in “completion” or “post completion” status are still included in the database. A decision will be needed at some stage on for how long projects should stay within the database and analysis. However, it should be noted that only completed projects have data on actual results; all others only have data on targets and / or estimates. It is important that there is a single database and that it is built up to include multiple completed projects, because these offer the best insights about actual performance, and the change in that over time. Once the data is included, then any subset of projects can be analysed, to suit whatever information is required. It is not necessary to data from all the projects in any particular analysis.

For some projects, not all the data required (for this review) is available from DevTracker or the documents uploaded to it. As a result, different subsets of projects have to be used for different parts of the analyses according to availability of data and suitability for the particular type of analysis.

In particular, for only 37 projects, out of a total in the database of 72, is it possible to determine with confidence the amount of funds committed to commercial agriculture specifically. The remaining projects, some of them very large, are multi-sectoral, or have multiple components in agriculture only some of which relate to commercial agriculture or combine work in agriculture with work aimed to improve the enabling environment for business across the whole economy of a country.

Database design and scope

The basis for the structure of the Excel database was that used for the 2017 review. Very extensive improvement and additions to that were required, so as to: -

- Allow more logical grouping of data fields;
- Accommodate additional data which would be needed to allow more granular analysis of some data and capture some new data required;
- Clarify some data required for analysis;

- Ensure that most data fields contained only one data point, to allow analysis;
- Create the analysis tools needed, for auditable analysis.

The fields required and contained in the 2018 version of the database are described in full below.

Extraction of data

The extraction of data has been undertaken between the 1st of November and the 8th of December of 2018. Once the revised database required had been developed and the projects to be included had been identified, data on those was extracted during the Inception Phase of the assignment, from DevTracker as follows: -

- In general, and following DFID guidance, the documents saved on DevTracker were assumed to be more up-to-date – and more accurate – than the information shown on the DevTracker “front-end” screen.
- The exception to that general rule was that data on Spend to Date on the screen was preferred to that included in the documents, because that data is driven by data on actual disbursements which is also available on the DevTracker screen.
- The order of preference in which documents were reviewed – and data extracted - was as follows:
 1. Project Completion Review – if available
 2. The most recent Annual Review
 3. The most recent version of the project logframe
 4. The Business Case for the project, using an updated version of that if one was available.

For some projects, there are not hard data on, for example, the “primary type” of activity, or the secondary type of activity. In such instances, a decision on these factors has been a subjective judgement, based on the targets set out in the logframe and the text description.

Similarly, for consideration of the targets and achievements of each project, attention has been focused first on targets which appear at Outcome and Impact level in the log frames. In most cases, output-level targets should be for factors under the direct control of the implemented and thus are unlikely to include results such as an increase in income for, or the increase in climate resilience of smallholder (commercial) farmers.

During the second Analysis Phase of the project, during interviews with DFID staff, the will attempted to validate any unclear data. Where better data was obtained, on selected and important issues, that has been entered into the database. However, it was not practical - for reasons of time resources – to undertake major amounts of re-entry or correction of data.

It should be noted that availability of, consistency of, and apparent accuracy of data has been the single biggest challenge during the Inception Phase. Substantial parts of the data required are simply not readily available, not available at all, not consistently available, not prepared with a consistent format or definition, or not required at all by the SMART rules.

Common challenges with data include the following: -

- Multi-donor projects not managed by DFID commonly have fewer good data than DFID-managed projects;
- Multi-sector projects often do not have data on the amounts of funds applied to each sector;

- Project components aiming to improve the enabling environment for business are often scoped to address all sectors of the economy; very few aim to only improve some agriculture-specific parts of the enabling environment;
- Multi-component projects, which may contain some components on commercial agriculture and some on other aspects of agriculture, often do not separate funding and results for each component;
- Other more basic challenges such as confusing, inconsistent, poorly-defined or absent data; and,
- SMART rules for Annual Reviews, for example, do not require some of the data required for this review to be included, or prompt its inclusion.

Analysis

The analysis aims to assess the overall scope, scale, and fund allocation of the portfolio, to identify the types of projects being implemented; and to address a number of questions about use and suitability of measures for targets and results.

For any particular piece of analysis, projects will only be included if there is suitable data available. A challenge identified in the 2017 results is that the amount of money being applied to commercial agriculture was significantly overstated, because it was assumed that the entire budget for some multi-sector projects, including some very large projects, was allocated to commercial agriculture, even though agriculture was only a small part of overall activity. Similarly, some of the more policy-oriented projects will benefit commercial agriculture but, in many instances, they are also intended to improve policy for subsistence farmers. Hence, they cannot really be considered to use 100% of their funding for commercial agriculture. Nor can projects which are aiming to improve the overall system of land registration, titles and tenure: these do, of course, apply to commercial agriculture but they also apply to urban land which is probably of much greater overall economic value, and to land occupied by subsistence farmers, the “hanging in” group.

The data required for the results of the CAPR is available in the Excel file. The results of the analysis will be in the Excel file, written up in the CAPR report, and presented in a Power BI file.

Software

For the 2018 Review the database was maintained in an improved version of the 2017 Excel file. Data was analysed and presented using either Power BI, or Excel, as was appropriate. However, the DFID wish to have increasingly granular data and analysis mean that the limits of Excel as data handling software are rapidly being reached. Assuming this requirement continues, we recommend that, for future portfolio reviews, the data should be transferred into a database application, such as MS Access. This will require some additional time within the ToRs for the next review, to specify, develop and then transfer the data to an Access database.

Database fields, definitions and terminology

The following sections lists all the fields used in the 2018 CAPR database and provides a definition and / or explanation for each as appropriate.

General Information

Data field name	Explanation or definition
<i>Project Title</i>	Identifies the project by its name on DevTracker and provides a link to its DevTracker page.
<i>Aries Code</i>	Provides the Unique Identifier code, the specific ARIES code as shown on DevTracker.
<i>Overview</i>	Brief description of the project or project, copied and pasted from DevTracker description
<i>Geographical focus</i>	Identifies the continent or international region in which the project takes place. The information is entered through a drop-down list of the following options:
	Africa
	Asia
	Multi-regional (for a project crossing two continents)
	Global (for a project intended to have multi-continent implications)
<i>Specific Geographical Focus</i>	Identifies the specific country or countries in which the project is implemented. This is a free entry cell where the information should be typed directly
<i>Management of the project</i>	Identifies which part of DFID has main responsibility for management of the project, based on the information in the AR within the following list: <ul style="list-style-type: none"> - Country Office - ARD – Africa Regional Department - GRD – Growth and Resilience Division - PSD – Private Sector Development Department - RED – Research and Evidence Division - Other Central Office – where the specific department is not known.
<i>Start Date</i>	Actual Start Date of the project entered in the format: DD/MM/YYYY
<i>Original End Date</i>	Original End date stated for the project, without inclusion of extensions, under the format: DD/MM/YYYY
<i>Most Recent End Date</i>	Most recently stated, or Actual End date of the project including any extensions, under the format: DD/MM/YYYY
<i>Extension</i>	Length of any extension, automatically calculated from the difference between original and most recent end dates
<i>Length</i>	Duration of the project in years, automatically calculated from the difference between the Most recent End date and Start date.
<i>Status</i>	Status of the project, as stated on DevTracker. The information is entered through a drop-down list of the following options:
	- Not Started
	- Implementation
	- Completion
	- Post-completion
<i>Source of funding</i>	Identifies whether the project is only funded by DFID or by multilateral funding sources. The information is entered through a drop-down list of the following options:
	- DFID only (if DFID is the only donor)
	- DFID and others (if multilateral funding)
<i>DFID Budget (£)</i>	Amount committed by DFID to the project.
<i>Total Budget</i>	Total amount committed to the project, from all sources. This figure should be the same as “DFID Budget” if DFID is the only source of funding.
<i>DFID Spend to date</i>	Amount DFID has spent at the date of the portfolio review, taken from the “front end” of DevTracker.

<i>Budget allocated to CA</i>	Budget allocated to the commercial agriculture components of the project. If the project is only focusing on CA, this budget should be equal to the project's budget.
<i>ICF Funding</i>	Identifies whether or not the project has received funding from the International Climate Fund, through a YES/NO selection.
<i>Mono/Multi-sector</i>	Identifies if the project is addressing only Commercial Agriculture or if other sectors (of the economy) are also addressed, through the selection of 2 options: <ul style="list-style-type: none"> - Mono-sector (Commercial Agriculture only) - Multi-sector (Commercial Agriculture and other sectors)
<i>Share of CA</i>	If the allocation of funds to Commercial Agriculture is not known, this field allows an estimate of percentage to Comm Ag to be made.

Rating and indicators

<i>Year of the most recent review rating</i>	States the year of the last rating available in the documents on DevTracker
<i>Most recent review rating result</i>	States the result of the last rating available on DevTracker through the selection of the result in a list from A++ to C
<i>Annual Review Ratings</i>	Indicates the ratings given in each Annual Review available, in order, through the selection of the result in a list from A++ to C (including the most recent year already put in the previous column)
<i>PCR rating</i>	Indicates the rating given in the Project Completion Review, from A+ to C. This cell will automatically show N/A if the projects is not started or under implementation.
<i>Risk (at outset)</i>	Risk stated at the start of the project selected through the following options:
	- Major
	- High
	- Moderate
	- Medium
	- Low

Project components

<i>Primary Subset</i>	Identifies the main areas of focus of the project, based on the scope of the project through the selection of the main subset within the following list (only one subset can be selected). The selection of subset is usually subjective and based on the text description of the project, in the summary description, in the logframe and / or the PCR or AR. Note that the selection of "primary" is also subjective.:
	- Agribusiness investment – used for projects, in which a DFID-controlled organisation is providing debt and / or equity capital to an agribusiness.
	- Enabling environment
	- Improving access to finance for farmers – used for projects in which farmers receive loans / debt, but indirectly from DFID, eg through a financial services company.
	- Infrastructure
	- Land Tenure
	- Value Chain Development Inputs
	- Value Chain Development Outputs
	- Research
	- Other comm ag development
<i>Primary sub-bullet</i>	Based on the selection of the primary subset, only the corresponding list of sub-bullets will be available to be selected within a list (only one sub-bullet can be selected):

	<p>For Agribusiness investment:</p> <ul style="list-style-type: none"> - Debt capital provided - Equity capital provided - Investment promotion - TA support - Other (IPO, dividends repaid.) <p>For Enabling environment:</p> <ul style="list-style-type: none"> - Investment climate reform - Policy & legislation reform - Regulation improvement - Subsidy reform / improvement - Other <p>For Improving Access to Finance:</p> <ul style="list-style-type: none"> - Financial sector deepening - Direct finance to farmers - Finance to SMEs - Other <p>Infrastructure:</p> <ul style="list-style-type: none"> - Irrigation - Rural roads - Rural telecom / internet improvement - Warehouses - Other (climate proofing roads etc.) <p>Land tenure:</p> <ul style="list-style-type: none"> - Land governance - Land titles and registration - Market for land - Other <p>For Value chain development – inputs:</p> <ul style="list-style-type: none"> - M4P - Value Chain Development of another type <p>For Value chain development – outputs:</p> <ul style="list-style-type: none"> - M4P - Value Chain Development of another type <p>For Research:</p> <ul style="list-style-type: none"> - Research <p>For Other comm agricultural development:</p> <ul style="list-style-type: none"> - Commercialising technology - Extension services - Access to improved agronomic practices - Other
<i>Subset / Sub-bullet 2-3</i>	Extra columns allowing the addition of other subsets or selection of additional sub-bullets, when a project includes more than one sub-set/sub-bullet.
<i>Crop Groups – 1 to 3</i>	<p>Main crop groups targeted by the project selected within the following list:</p> <ul style="list-style-type: none"> - Cereals - Livestock - Oil seeds - Pulses - Vegetables

	<ul style="list-style-type: none"> - Other (including flowers, fuel crops, etc) <p>Some projects are designed with a specific focus on a crop, eg cotton, oil seeds, whereas others undertake activities which are not specific to any crop group.</p>
<i>Tools – 1 to 3</i>	<p>Identifies the main tools used in the project through the selection of 1 tool/column within the following list:</p> <ul style="list-style-type: none"> - Catalytic fund (Bus Plan competition) - Challenge fund - Direct project delivery and / or facilitation – including for eg TA. - Grants - Provision of loans / equity - Research
<i>Market Focus</i>	<p>Identifies the main areas of impact of the project in terms of market within the following list of options:</p> <ul style="list-style-type: none"> - Domestic - Export - Regional - Domestic & Export - Export & Regional - Domestic & Regional - Domestic, Export & Regional <p>NB 1 - “Export” refers here to export from the continent. NB 2 - For many projects, this information is not clearly stated and is deduced from other data. The default chosen, in the absence of better data, is domestic and regional.</p>
<i>Climate Change</i>	Identifies if there is a climate change focus within the project, with the options YES or NO
<i>CSA</i>	Identifies if there is a Climate Smart Agriculture (CSA) focus within the project answering YES or NO
<i>CSA Category</i>	<p>If YES answered to the previous, select within the following list the main type of CSA addressed by the project:</p> <ul style="list-style-type: none"> - Agroforestry - Clean energy - Climate resilient crops - Improved ecosystem management and bio-diversity - Livestock production efficiency - Preservation of genetic resources - Soil and nutrient management - Water harvesting and use - Weather forecasting
<i>CSA Type</i>	<p>Based on the selection in CSA Category the cell will show the corresponding type of CSA:</p> <p>Adaptation for:</p> <ul style="list-style-type: none"> - Climate resilient crops - Weather forecasting - Water harvesting and use - Preservation of genetic resources <p>Mitigation for:</p> <ul style="list-style-type: none"> - Preservation of genetic resources - Soil and nutrient management - Livestock production efficiency - Clean energy <p>Adaptation and Mitigation for:</p>

	<ul style="list-style-type: none"> - Improved ecosystem management and biodiversity - Agroforestry <p>If Other selected in CSA category, it is possible to select the CSA category manually.</p>
<i>Climate - Other</i>	If a project includes a climate focus that is not Climate Smart Agriculture, this free entry cell allows more information to be given.
<i>KPI 1 target and KPI 1 achieved</i>	These columns – and the following 24 columns – allow the entry of a performance target which is – or which aligns with – each of the relevant ICF KPIs, and for the entry of the result achieved against that target.
<i>Nutrition</i>	Identifies if there is a nutrition focus within the project answering YES or NO
<i>Nutrition element</i>	<p>If YES answered to the previous, select from the following list the main type of nutrition element addressed by the project:</p> <ul style="list-style-type: none"> - Dietary diversity - Increased productivity and household consumption - Increased income and consumption - Reduction of stunting in children under 5 - Other
<i>GESI</i>	Identifies if there is a GESI focus within the project, by selection of YES or NO
<i>GESI element</i>	<p>If YES answered to the previous, selection within the following list of the main focus of the GESI element in the project:</p> <ul style="list-style-type: none"> - Inclusion - Access - Agency - Transformation

Targets and results

<i>Target / actual numbers of smallholder farmer (SHF) beneficiaries</i>	<p>Allows entry of data for categories of benefit which SHFs are intended to achieve, plus a total of all types of SHF beneficiaries, plus a sub-total for women SHFs for each category:</p> <ul style="list-style-type: none"> - Number of smallholder farmers (SHFs) benefiting financially from the project, in terms of increased income. (Financial would include productivity improvement, which is assumed to lead to an improvement in income.) - Number of women SHFs benefiting financially from the project. - Number of SHFs with improved climate resilience as a result of the project. - Number of women SHFs with improved climate resilience as a result of the project. - Number of SHFs receiving other benefits as a result of the project. (e.g. with improved access to markets, finance, or inputs) - Number of women SHFs receiving other benefits as a result of the project. - Total number of SHFs who received benefits – automatic calculation of the above three categories - Total number of women SHFs who received benefits – automatic calculation from the above.
<i>Second set of targets</i>	<p>Allows entry of a series of other targets and then the results achieved against each of those targets. In order, these additional targets are as follows:</p> <ul style="list-style-type: none"> • Number of SHFs which will show increased productivity and / or access to new customers

	<ul style="list-style-type: none"> • Number of women SHFs which will show increased productivity and / or access to new customers • Net Attributable Income Change – to small holders • Number of agriculture linked SMEs which have increased productivity, and / or access to new customers, and / or access to finance. • Number of smallholders with improved land rights. • Number of women smallholders with improved land rights • Number of new jobs created • Number of new jobs created for women • Number of new businesses created • Amount of investment stimulated
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Additional information

<i>SRO</i>	Name of DFID person responsible for oversight of the project (the Senior Responsible Owner)
<i>Lead Adviser technical focus</i>	Role / function of DFID's lead advisor
<i>Date of the Most recent report</i>	Date of the last annual review report available on DevTracker, in the format: DD/MM/YYYY
<i>Source Type</i>	Selection of the sources used for filling the information on the project within the following list:
	- PCR
	- Annual Report
	- Logframe
	- Business Case
	- Other
<i>Implementer</i>	Free entry of the entity responsible for implementation of the project, as copied from the DevTracker screen data.
<i>Comments</i>	Free text entry for notes about each project, including reference to the qualitative analysis phase of the 2018 CAPR.

The order of preference of documentary sources from which data is extracted is as follows:

- PCR
- The most recent Annual Review
- The most recent version of the Logframe
- (If updated, the most recent version of the) Business Case
- Other sources

Annex 4 – Notes on selected projects reviewed for CAPR 2018

To ensure that the team undertaking the CAPR 2018 had a good, early understanding of the issues involved, a review of a sample of 15 projects was undertaken, with each member of the 3-person team reviewing 5 projects. The aim of this first quick review was for the team to familiarise itself with documents and data available and to understand some of the challenges regarding the availability and extraction of data.

The sample of 15 was selected on the criteria of a) strong private sector involvement; and b) size.

The table below provides those early reviews, and illustrates some of the challenges and anomalies regarding the 2017 CAPR that were uncovered.

Each of the 15 projects was then reviewed again, after development of improved database. The results from the more in-depth, second review were entered into the 2018 version of the database.

Project Name – from DevTracker	Afghanistan Reconstruction Trust Fund, 2014-2021
Aries No	204158
2018 CAPR	
Public document source:	Annual Review (2) dated November 2016. This is the most recent public document available on DevTracker, at 6 th Nov 2018
Notes:	<p>The DevTracker screen shows the Project Budget as £678m and a planned end date of 31 mar 2021. Last AR shows £428 and March 2019.</p> <p>ARTF is a multi-donor Trust Fund managed by the World Bank. The DFID Annual Review (2) reports that this programme has a total “Programme value” of £428m. It also says that the UK commitment to the ARTF for 2014-19 is £428m. References to the entire ARTF budget include both the sums of \$9bn “to date”, and \$2.7bn “for 2015-17”. Total budget is not clear from AR.</p> <p>ARTF works in the following Sectors: Agriculture, Education, Governance, Health, Infrastructure and Rural Development. No breakdown of the budget by sector is given. There is no reason to assume the entire budget is spent on agriculture, let alone commercial agriculture.</p> <p>There is no clear statement of Output or Outcome targets or results achieved in the Annual Review. The Section C: Detailed Output Scoring table lists four indicators, for three of which there is data under the heading “Progress”. However, it’s not clear what this means, and the data is incompatible with the text included immediately below this table. See extract copied below. There are similar tables for the other sectors.</p> <p>Rural Development appears to cover, amongst other things, rural roads rehabilitated and maintained, whereas Infrastructure covers installation of Medium Voltage electricity lines.</p> <p>There are sporadic references to selected achievements: e.g. “In 2014, ARTF provided 290,000 beneficiaries with access to agriculture or irrigation services. Of this number, 42% were women. In the same year, irrigated wheat yield was at 2.34 tonnes per hectare. The target for this result is 2.6 tonnes per hectare by 2017.” (Given this is the 2016 AR, it is not clear if the ref to 2014 above is correct.) But, these are not related more clearly to targets, nor to achievements to date.</p> <p>The AR (2) contains extensive reporting on operational and performance measures.</p> <p>Better and more clear financial data would likely need access to the separate Financial Report, referred to in the AR, which is not available on DevTracker. A Scorecard is available from the ARTF website: http://www.artf.af/images/uploads/home-slider/artf-scorecard-2016-final-web.pdf and this contains additional data on results.</p>
2017 CAPR	<i>By 2018 CAPR Review team</i>
Public document source:	<i>Annual Review (2) dated 30 Nov 2016</i>
Notes:	<p><i>The 2017 CAPR appears to assume that the <u>entire</u> budget for ARTF is used for Commercial Agriculture. Although the programme is excluded from some parts of the analysis, it is included in others, which - because of its size - significantly affects the results. In the absence of better data, a more rational assumption would have been that one sixth of the budget is allocated to agriculture, as six sectors are covered by the programme.</i></p>

	<i>The data in the 2017 CAPR database for “Total budget – includes multilateral” is not compatible with the references in the AR 2016 to the total commitments and budgets, mentioned above.</i>
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Extract from ARTF Annual Review (2):

Agriculture	Progress	
Area provided with irrigation and drainage service (ha) '000 NSP	-	-
New Orchards (including vineyards) established with at least 70% survival rate (ha)	C	215,000
Adoption rate of improved technology among target farmers (%)	A	30,000
Area provided with irrigation and drainage service (ha) '000 IRDP	C	70

1. Agriculture sector indicators under-perform, the most important of which is the planting of orchards and vineyards (i.e. horticulture). To date, 12,595 hectares of new orchards and vineyards have been planted. The yearly expected rate of planting needs to double in order to meet the target for this indicator. In contrast, adoption of farming technology is performing as expected.

But, this table and para below does not make much sense:

- Progress = what? # of ha, or increase in no of ha, or % increase, or what? Annual, or cumulative progress to date?
- What is NSP, and IRDP?
- How does the figure of 215,000 tally with the figure of 12,595 ha in the para below?
- Is 70% survival rate adequate?
- What does 30,000% mean, in this context?

Conclusions

The ARTF is a very big, complex programme, managed by the WB, through the government of Afghanistan, in the difficult environment of that country. The data shown in, and used in the 2017 CAPR is unlikely to be compatible with that for DFID-implemented projects and is likely to be very misleading for the results of the CAPR. In particular, to include the total budget, for all 6 sectors of activity, of such a large programme, as being “commercial agriculture” seems almost perverse.

Project Name – from	(Africa Division Contribution to) African Agricultural Development Company - AgDevCo
DevTracker	
Aries No	204270
2018 CAPR	
Public document source:	AR (5) dated 12 June 2018
Notes:	<p>AgDevCo is a not-for-profit investment company funded initially by DFID. It takes equity stakes and provides loans to early stage agriculture companies in Africa. It aims that at least 70% to 80% (data varies) of its funds are used for equity and loans, the balance being used for TA to its investee companies and its management costs.</p> <p>Because it is an investment company, it does not “use” its funds in the same way as a development project “uses” funds. This may require a different approach to assessing the cost of its results.</p> <p>Some of the indicators seem to have very flexible definitions: “jobs created” in one place, but jobs created or sustained in another; “increase in # smallholders engaged in agri-business ” in one place, number of smallholders reached in another.</p>
2017 CAPR	<i>By 2018 CAPR Review team</i>
Public document source:	
Notes:	<i>The 2017 CAPR assumed that funds were “used” in the same sense as for a development project, but this is not the case for a PE-type investment fund.</i>

Project Name – from DevTracker	CDC Programme of Support in Africa and South Asia (2015 – 2018)
Aries No	203444
2018 CAPR	
Public document source:	2017 Annual Review
Notes:	<p>The project has been closed in 2017 but a new project has been launched from 2017 to 2022. This would be worth to remove the 1st programme and add the new one instead.</p> <p>The budget is confusing between what is shown on the Annual review £700M while DevTracker shows a total of more that £4MM. We then don't know if the value to report is the value of the DevTracker page or the value of the Annual Review.</p> <p>This project focuses on the development of SME but doesn't only integrates the agriculture sector raising once again the question of how to analyse their commercial agriculture component.</p> <p>Once again the non-availability of an updated logical framework would have been of a precious help to have more information about the output and outcomes of this project according to the different criteria.</p>
2017 CAPR	
Public document source:	5/6/2017 AR
Notes:	<p><i>The 2017 PR seems to assume that the whole project is about commercial agriculture even though commercial agriculture is just one component among others for the development of SME.</i></p> <p><i>Once again there is a lack of information in terms of outputs and outcomes probably due to the fact the logical framework was not available and that this project is not 100% commercial agriculture focus. Some information put in the database is not available in the document provided and we would like to have more information about the sources of the documentation since, regarding the value chains, it doesn't corroborate what appears in the Annual Reviews.</i></p>

Project Name – from	Climate <u>Smart</u> Agriculture in Africa
DevTracker	
Aries No	202541
2018 CAPR	<i>DevTracker accessed 09 Nov 2018</i>
Public document source:	AR(4) dated Oct 2016, for Climate <u>Resilient</u> Agriculture in Africa; CSAA logframe – May 2017.
Notes:	<p>DevTracker screen shows this project's status as "post completion" and Spend to Date as £31.3m. The AR(4) remains the most recent Review and hence no new data is available.</p> <p>Programme Value is shown in the AR4 and on the DevTracker screen as £38m.</p> <p>Data on budgets from the list of ICF-funded projects is completely different to any of the figures on budget or spend from DFID. Not yet clear what the definition of the ICF data is.</p> <p>CSAA has four components, implemented by three different organisations, over three different time periods. The Outcome Indicators are not aligned with those used for the 2017 CAPR.</p> <p>Only one of the Output and Outcome indicators aligns closely with those tracked in the 2017 CAPR, that for investment. (For the 2017 CAPR, data for another output was selected, but this did not align with the CAPR indicator. "More climate resilient" is not necessarily "more productive", especially in the short term.) The logframe of this programme was amended several times and it is not clear what source was used for the targets.</p> <p>Private sight of the final Close Out report for the two components most recently ended suggests that the actual number of smallholder farmers supported, linked to the requirements of the CAPR indicator, could be more than 10x the interim number reported in the 2017 CAPR. Based on the Close Out Report data, a more accurate cost per beneficiary would be between 1/10th and 1/40th of that shown in the 2017 CAPR.</p>
2017 CAPR	<i>By 2018 CAPR Review team</i>
Public document source:	<i>AR dated 31/10/2016</i>
Notes:	<p><i>In order to reach an estimate of "cost per beneficiary target", the 2017 CAPR takes target data for one (out of a total of 14) Output Indicators (from one of the four components) and compares that with the total budget, for all four components of the programme. Admittedly, the closest output indicator to that wanted for the CAPR has been chosen. However, the calculation is likely to be very misleading, and unhelpful for understanding what is most cost effective in DFID's portfolio.</i></p> <p><i>This part of the 2017 CAPR report uses "smallholder farmer" and "beneficiary" as if the two are synonymous: in the case of this programme, at least, they are not. One family was considered to have one "smallholder farmer" (if smallholder was appropriate) but the number of beneficiaries in that family was considered to be the number of people in the average family size.</i></p>

Conclusion

In the absence of closely aligning Outcome Indicators, trying to calculate a cost per target using only a small part of the data for output targets but all of a programme's budget is likely to be very misleading about costs. This is further complicated by projects and programmes with multiple components, implemented over extended periods of time, during which sensible adaptive programming led to significant changes to the logframe and targets.

Project Name – from DevTracker	LINKS – Powering economic growth in Northern Nigeria
Aries No	300028
2018 CAPR	
Public document source:	PIN 07/18
Notes:	<p>The only document available so far is the contract information and RFP from July 2018. It doesn't provide much information about the outputs and outcomes of this project.</p> <p>There is a confusing gap between the value of the project on DevTracker 1M and the value of the project on the contract notice 97M.</p> <p>Agriculture is one of the component of the programme but no data is available about the sectors groups as a percentage of country budget for this project. It would be interesting to be able to know what budget is directly committed to commercial agriculture.</p> <p>Many information are missing, even though the project seems relevant for the portfolio, the lack of information on the specific focus on commercial agriculture is a challenge for the research. How can we have a deep analysis of commercial agriculture without knowing with precision the proportion of commercial agriculture within a programme. This project should be integrated once a first annual review is released and gives more information about its implementation modalities and results.</p>
2017 CAPR	
Public document source:	N/A
Notes:	<p><i>The database doesn't give the source of the information provided for this project. Nonetheless, we can suppose that the only document available was also the PIN since there information corroborate with what we have found in 2018. It also raise the question of the selection of the programmes : do we want to integrate a programme when the annual review is not available ? Do we want to integrate the available information and then select during the analysis?</i></p> <p><i>The PIN information is enough to have an overall idea of the programme but, as we see on the 2017's database, it does not allow to fill up the cells about targets and results. We would then need to select a sample of programmes depending on the label we want to analyse or not integrate a programme that does not have a certain amount of information available.</i></p>

Project Name – from DevTracker	Livelihoods and Food Security Trust Fund for Burma
Aries No	201239
2018 CAPR	
Public document source:	Business Case and Summary 201239 (Published - November, 2015). Most recent document on 07/11/18
Notes:	<p>There is a lack of information from DevTracker to have an accurate analysis of the situation in 2018 since the last document available is the business case from 2015. Some information can be based on the annual reviews of the phase 1 of this same project between 2009 and 2015.</p> <p>This £100 million project aims to improve the incomes and nutrition status of 1.54 million poor people in Burma by promoting resilient livelihoods and food security through agricultural commercialisation and climate smart agriculture, financial inclusion, business and skills development, and targeted nutrition support to mothers and children. Commercial Agriculture is then the main component of the project and we can assume that the great majority of the budget is allocated for commercial agriculture.</p> <p>Some information are available in the logical framework of this project giving the main targets, output and outcome but this doesn't give information about what has been achieved to date. The Business Case also gives target but they doesn't fit with the current categories of the database : "DFID support will help increase the resilience, income, food security and nutritional status of 1.54 million rural people in Burma. Specifically, DFID will: increase incomes of 540,000 people; lift 124,000 rural people above the poverty line; increase resilience of 1.35m million rural people to shocks, stresses and adverse trends (like climate change); improve nutrition of a projected 540,000 women and children; and, reduce stunting in 59,000 children under five."</p>
2017 CAPR	
Public document source:	30/11/2015 (BC) UN LIFT 2016 AR
Notes:	<p><i>It is very difficult to put the information in the database based on the fact that the last information available is in the business case of 2015 at the beginning of the project.</i></p> <p><i>Trying to put information in the database and comparing with the 2017's database makes us wonder about the source of the information put in the CA portfolio since some information gives reference to the Business Case and the information is not available when you have the document and we can't find a clue about how it might have been calculated. It is especially difficult to fill up the information about target numbers of beneficiaries and subsector since the categories are not the same as in the logical framework.</i></p> <p><i>We couldn't find the second document referenced by the previous team : "UN LIFT 2016 AR" that might bring the missing information.</i></p>

Project Name – from DevTracker	NUTEC – Northern Uganda – Transforming the Economy through Climate-smart agribusiness.
Aries No	204012
2018 CAPR	
Public document source:	AR 3 dated 07 July 2017
Notes:	<p>DevTracker screen shows a different project budget compared to the AR.</p> <p>NUTEC is a mixed development and investment project. It has four main components: Market Systems Development (MSD); “AgDevCo” – the investment component; the Special Credit Fund (SCF) – not yet procured at the time of the last AR; and a separately contracted M&E component.</p> <p>The AgDevCo component introduces the issue of whether AgDevCo funds should be considered to be “used”, in the same way that the funds of a development project are used.</p> <p>Given the 3 different components, it is not clear how the project was allocated to the primary etc categories.</p> <p><u>None</u> of the logframe targets of NUTEC align closely with the targets analysed in the 2017 CAPR.</p>
2017 CAPR	<i>By 2018 CAPR Review team</i>
Public document source:	<i>AR 2 of 31-10-2016</i>
Notes:	<i>Review assumes that the targets for NUTEC are directly comparable to those in the analysis spreadsheet. Complication of different units: different projects use: households; farmers; SHFs; individuals. Most use direct and some include indirect.</i>

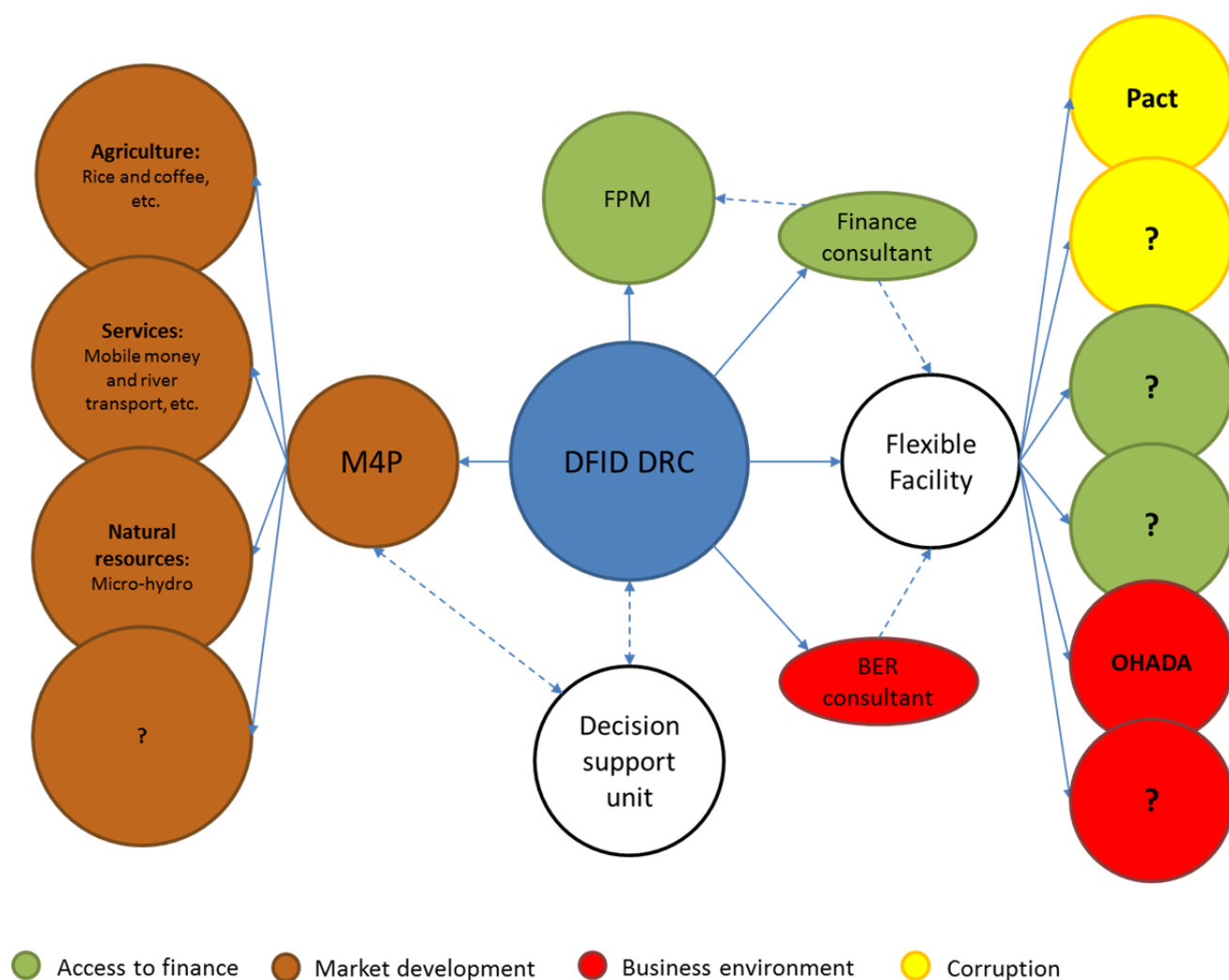
Project Name – from	Private Sector Development in DRC
DevTracker	
Aries No	203161
2018 CAPR	
Public document source:	Ann rev (6) dated March 2017 – most recent on DevTracker, accessed 09 Nov 2018. The BC and Summary of 2015 – accessed 09 Nov 2018. Intervention Summary of 2014 – in French. No logframe is available from DevTracker.
Notes:	<p>DevTracker screen shows a lower budget than that shown in AR6, above. A reference to a KfW contribution is not clear: this project may be multilateral.</p> <p>PSDD has at least three main components, implemented by different organisations. It covers a number of sectors / activities, including Agri Value Chains, Renewable Energy, Access to Finance, Access to Electricity, Anti-Corruption, OHADA⁴⁰, other aspects of “Doing Business” and EE, MSME Support, River Transport and a Decision Support Unit (DSU). See the chart from the BC.</p> <p>In the AR 6, there is no information that allows choice of a Primary Subset, or a secondary subset.</p> <p>In the AR6, neither targets nor results are disaggregated by sector, so it is not possible to see the numbers for e.g. farmers, or smallholders. Similarly, there is no geographic breakdown of targets and results, so it is not even possible to make an estimate of # of “rural” people, as a surrogate for farmers.</p> <p>From the AR6, it is not possible to see what proportion of the budget could sensibly be allocated to Agriculture, as opposed to other sectors. A rough estimate from the text would be c 30 to 40%. The colour chart on the next page illustrates the proposed scope of the programme, taken from the 2015 Business Case and Summary.</p>
2017 CAPR	<i>By 2018 CAPR Review team</i>
Public document source:	<i>Ann rev (6) dated March 2017. The source of some of the data is not recorded.</i>
Notes:	<p><i>The 2017 Review assumes that the whole budget is allocated to Agriculture, in spite of saying that it focuses on one component, which itself covers multiple sectors. In fact, the programme covers a variety of other productive sectors and cross-sectoral activities, so this is grossly misleading.</i></p> <p><i>There is no explanation as to how some of the categorisation has been chosen.</i></p>

Conclusion

PSDP-DRC is a multi-component programme covering several sectors of the economy and multiple types of cross-sectoral governance and EE issues. There is no reason to think that the entire budget should be considered “agriculture”, and no information has been found to date to support the 2017

⁴⁰ Organisation pour l’Harmonisation en Afrique du Droit des Affaires (Organisation for the Harmonisation of Business Law in Africa). This is a system of harmonised business laws and institutions adopted by 17 Francophone African countries to improve legal certainty for businesses and promote both foreign and domestic investment.

choice of channels, primary sub-set, etc. The information extracted for the 2017 CAPR is mostly likely to be misleading.



Project Name – from DevTracker	Promoting Financial Services for Poverty Reduction in Bangladesh
Aries No	107370
2018 CAPR	
Public document source:	Annual review (5) 107370 (Published - June, 2018)
Notes:	<p>In spite of the extension of the project to June 2016, the last available documents is the Annual review from 2015 and the logical framework, that would be a good tool for analysis, is not available. Since the project is completed we could expect to have more information and detail about the output and outcome of the programme.</p> <p>This project is not directly focusing on the agriculture sector but is a general “access to finance project” where agriculture and commercial agriculture are a component but not the core of the programme. The two main areas of focus are the financial policy and administrative management and education/training in banking and financial services.</p> <p>We would need to have more information about this project to be able to calculate the financial commitment to commercial agriculture and analyse it. We are in a situation of a “multi-sector” programme where commercial agriculture is a component but it would be more interesting to know the exact financial size of commercial agriculture within this programme.</p>
2017 CAPR	
Public document source:	31/12/2015 (AR)
Notes:	<p><i>The project has been added and data integrated without taking into account the share of commercial agriculture in this project. The integration of this project to the portfolio raise the question of the system of selection of projects and how to analyse them when we don't know the exact amount committed to commercial agriculture.</i></p> <p><i>Most of the information corroborate the information available in the Annual Review, nonetheless, we notice that information about the SRO and lead advisor technical focus is not available in the AR and wonder where it has been found by the PR team.</i></p> <p><i>Once again there is a lack of information available both in the new and former portfolio review to fill the target, output and outcome information of the table.</i></p>

Project Name – from DevTracker	Supporting Nutrition in Pakistan (SNP)
Aries No	204023
2018 CAPR	
Public document source:	Annual review (1) 204023 (Published - August, 2017)
Notes:	<p>This project is mainly focusing on nutrition and sees commercial agriculture as a tool to reach a better nutrition in Pakistan. The programme Supporting Nutrition in Pakistan (SNIP) consists of two components: (i) support to improved food fortification (£46 million, January 2016 to April 2021); and (ii) non-health sector interventions under a World Bank Multi-Donor Trust Fund (MDTF) (up to £20 million, May 2015 to December 2020). A further £2 million is allocated to an independent evaluation of the food fortification component.</p> <p>The project seems to primarily focus on basic nutrition and sanitation and agricultural development is another component of the overall project. This share doesn't appear in the calculations of the 2017's CAPR</p> <p>Even though the information is quite recent. There is a lack of information regarding the results of the log frame in terms of actual number of beneficiaries to date.</p>
2017 CAPR	31/6/2016 (AR)
Public document source:	
Notes:	<p><i>The 2017's review is quite confusing because the "Supporting nutrition in Pakistan" is ticked as "no" in the nutrition criteria. Moreover, the document used is from 2016 while the 2017's annual review was already available by that time. Once again it also appears that it is very difficult to provide information on the criteria about the targeted beneficiaries and the impact of the project since both for the 2017 and the 2018 database most of the information of the column cannot find an answer in the available document. This would probably mean that a new definition of the column is necessary to gather more information and deliver consistent results.</i></p>

Project Name – from DevTracker	Adaptation for Smallholder Agricultural Programme (ASAP)
Aries No	202817
Geographic Focus	Global – Funded under UK's International Climate Fund (ICF) as a contribution for a programme from June 2012 to March 2015 of IFAD. (IFAD Replenishment)
Total DFID Budget	£150,024,099 Nov 2014 (AR2) extends the timeframe of the ASAP to match IFAD ASAP programme 30 th Sept 2017 with impact indicators for 2020 and 2022.
Total Spend to date	£147,595,704
Duration	27 Nov 2012 to 31 Dec 2023 (A+, A+, A+, A+, A+)
Sectors	Agricultural Policy and administrative management, Climate Smart Agriculture
2018 CAPR	
Public document source:	Annual Review (4) 202817 (Jan 2017), Logframe 202817 (May 2016) Business Case (Sept 2015). Mid-term review conducted by ODI 2015- good.
Summary	<p>ASAP will provide knowledge and best practices to help over 6 million farmers (smallholders >2ha) in up to 43 countries adapt to climate change by improving their resilience and incomes. (Business case states 40 countries).</p> <p>Total committed funding of \$356.5M of which 67% from DFID (\$239M). ASAP is making grants on top of IFAD loans to make IFAD's investments climate smart. To provide knowledge and best practices to help over 6M SHF in up to 47 countries to adapt to climate change.</p> <p>International Climate Fund (ICF) supported programmes to help build the resilience of smallholder farmers to climate change.</p> <p>These include climate-proofing of processing facilities, construction of small water-harvesting infrastructure, flood protection measures and water-use efficient irrigation systems, agroforestry and evergreen agriculture, conservation agriculture, soil and water conservation approaches and technologies, provide farmers with improved seeds that are drought tolerant and other sustainable agriculture and land management practices (including farmers and local knowledge) – and investment in “software” such as the development of knowledge on climate change resilient cropping systems, use of climate and crop modelling on impact of climate change on agriculture, adaptation policies and plans, institution building at relevant levels, establishment and strengthening of farmer associations, help farmers access markets to sell their crops, enhanced institutional capacities and accountability systems, and access to weather and climate information by smallholders.</p> <p>ASAP will also work with the private sector in three ways:</p> <ol style="list-style-type: none"> Co-financing projects with private sector funding, international finance institutions and development banks. Developing projects focused on markets and strengthen the resilience of small holder farmers to climate change. Under many of the projects there will be opportunities for small and medium enterprises to deliver services to small holder farmers.
Anomalies DevTracker in	The DevTracker shows the first Annual Review was published in January 2016 and the second in September 2015, the third in December 2015 and the fourth in January 2017. The business case summary is dated September 2015 and the logframe published May 2016. The extended phase began in Dec 2017 so not sure whether the glowing 2016 Annual Report reflects up to date results of the extended phase.
Notes:	ASAP supports climate smart agriculture practices that deliver ‘multiple benefits’ from smallholder agriculture adaptation to current and future climate risk. These are called ‘multiple benefit’ because they are expected to deliver outcomes in terms of helping the poorest to adapt to climate change, addressing poverty reduction, and helping to reduce

	<p>carbon emissions from agriculture and sequester carbon into soils and biomass. Funding is made for smallholder adaptation to deliver environmental benefits at scale in terms of forest cover protected/restored, reduced loss of biodiversity, sustainable water practices, improved institutional capacity to incorporate climate risk systematically into decision-making.</p> <p>Outcomes Expected</p> <ol style="list-style-type: none"> 1. A doubling of new IFAD investments in environment and natural resource management by end 2015 compared to IFAD's last replenishment. 2. Leveraging £4 for each £1 ASAP grant from IFAD loans, government co-financing and other external financing incl. the private sector by end 2015. 3. A 30% increase in no of plant species per smallholder supported by 2020. 4. 80 M tonnes of CO₂ equivalent emissions avoided &/or sequestered by 2020, including from deforestation and forest degradation. <p>Outputs Expected</p> <ol style="list-style-type: none"> 1. Improved land management and gender sensitive climate resilient agricultural practices and technologies. <i>Key indicator: Hectares of land managed under best (climate-resilient) practices</i> <i>Targets: 270,000 hectares by 2015 and 1,000,000 hectares by 2020</i> 2. Increased availability of water and efficiency of water use for smallholder agriculture production and processing <i>Key indicator: % change in water use efficiency per tonne/hectare</i> <i>Targets: 15 percent average increase on 2012 baseline by 2015 and 30 percent increase by 2020.</i> 3. Increased human capacity on adaptation and weather-related disaster risk reduction at the local and national levels. <i>Key indicator: Number of institutions, associations and smallholder groups whose capacity to understand and plan for climate change has been demonstrably increased.</i> <i>Targets: 250 by end 2015 and 1200 by 2020</i> 4. Rural infrastructure made climate-resilient. <i>Key indicator: Value of new or existing rural infrastructure made climate-resilient</i> <i>Targets: US\$ 38 million by end 2015 and US\$ 80 million by end 2020</i> 5. Knowledge on climate smart agriculture and its impact on the resilience of smallholder farmers documented and shared with national and international organisations. <i>Key indicator: Number of international and country dialogues where IFAD, or IFAD-supported partners, are an active participant (an additional indicator will be on IFAD country strategies mainstreaming climate change)</i> <i>Targets: 16 by end 2015</i> <p>IFAD RIMs system is being used to measure key indicators at project level (aggregated across the portfolio) after projects have finished their first year. Including increased agricultural yields, better land management practices, and building resilience of farmers to climate change and disaggregated by sex.</p> <p>September 2017 (AR4) 36 countries of which 21 are at full implementation stage. ASAP has exceeded all targets at a numerical level. These are in relation to countries and projects programmed, land area brought under climate smart management, increased availability of water for both agriculture and human consumption, investments in climate resilient infrastructure, building human capacity to cope with the impacts of climate change and sharing knowledge and learning.</p> <p>Impact: 6M Women and men who are poor smallholder farmers are more resilient to climate change</p> <ul style="list-style-type: none"> • Number of poor smallholder household members whose climate resilience has been increased because of ASAP 1 - disaggregated by sex. Currently 6.6M farmers programmed and 4.29 DFID share) (AR4) A+ <ul style="list-style-type: none"> ○ % change in household asset ownership; and ○ Food security, as measured by number of hungry months of the target population <p>Results from Jan 2017 final report on Outcome 1.</p>
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	1. % of new investments on environment and natural resources management in IFAD 9th Replenishment compared its 8th Replenishment	200%	100%	376% has been delivered.	A++
	2. Leverage ratio of ASAP grants versus non-ASAP financing	1 : 4	1:4	1 : 6.9 has been delivered	A++
	3. % extent of land and ecosystem degradation in productive landscapes	minus 30%		Impacts to be aggregated across the global ASAP portfolio after implementation.	No data
	4. No. of tonnes of greenhouse gas (GHG) emissions in carbon dioxide equivalent (CO ₂ e) avoided and/or sequestered	80 million tonnes (mt) - DFID share 60 mt	60 mt CO ₂ eq programmed by 2017	Impacts are still to be aggregated across the global ASAP portfolio Present estimates at about 30mt	No data
<p>Across all targets the Adaptation for Smallholder Agriculture programme ASAP has made substantial progress and exceeded all targets at a numerical level.</p> <p>A clear recommendation from previous Annual Reviews was for a more deliberate approach to gender sensitive (and ideally empowering) approaches under ASAP. This has only been partly met. Positive outcomes for women and girls appear to be incidental rather than deliberate and by design. This remains to be comprehensively addressed while recognising that conservative gender social norms will remain an inhibiting long-term factor across many of the countries in which ASAP works.</p> <p>So far, ASAP has impacted on \$2.55 billion additional finance including other IFAD financing and from non-ASAP donors including the Global Environment Fund (GEF), from an investment of \$366M. This has achieved a “leverage rate” of 1:6.9 which is above target. This is not only new funding but existing IFAD funding that was leveraged to make those actual funds more climate smart.</p> <p>AR (4) -ASAP will clearly only deliver global positive returns to investment when adoption rates are high. However, ex ante economic analysis shows that the 32 country-level ASAP investments approved since 2010 generate and redistribute net worth USD 0.44 - 1.63 per dollar invested over a timeframe of 20 years to smallholder farmers and other project beneficiaries, generating a mean net present value of USD 6.8 million. Similarly, widespread adoption of improved practices in production of major staples will provide economic pay-offs to future food security under climate change.</p>					
2017 CAPR		<i>By 2018 CAPR Review team</i>			
<i>Public document source:</i>		<i>Annual Review (2) dated 30 Nov 2016</i>			
<i>Finances</i>		<i>DevTracker says that it has already spent £147,595,704 to date</i>			
<i>Notes:</i>		<p><i>The 2017 CAPR appears to assume that the <u>entire</u> budget for ASAP is used for Commercial Agriculture and suggests that the total programme budget is £150,024,099 and the DFID contribution is £230,000,000⁴¹??.</i></p> <p><i>It does seem, given the broad nature of the support, that a more rational explanation be given as to why the entire portfolio of CSA is included as commercial agriculture, which is a big stretch.</i></p>			

Conclusions

⁴¹ P15 of the 2017 document

The ASAP is a big, complex programme, managed by IFAD. The data shown in, and used in the 2017 CAPR is likely to be misleading for the results of the CAPR. The phases of this project ASAP I have inconsistencies in project expenditure compared to the impacts and inconsistencies on project end date of ASAP II and the total amounts committed by DFID.

1. The model of combining ASAP grant funding with regular IFAD loan-based projects seems to be working well and should increase impact on resilience and its outreach to target communities.
2. The model also requires flexibility to cater for the priorities of governments and the nature of the 'host project'. ASAP sometimes has to make compromises so can detract from a wholly strategic approach to accommodate these priorities. A result is that it is sometimes more of a niche player rather than being at centre stage in climate smart agriculture initiatives at country level.
3. Gender is well integrated with relevant indicators, but more could be done in terms of identifying specific opportunities for female empowerment at the design and implementation stages.
4. In spite of a demanding target at goal level in project logframes, integration of nutrition in project design and implementation is weak.
5. There is scope to strengthen engagement of the private sector in ASAP-supported projects, through engaging small and medium enterprises (SMEs) in service provision and by stimulating markets for agricultural products, benefitting both the producers and others along the value chain.
6. It is essential now to assess progress against gender targets, assess the real impact on reducing land degradation and improving productivity in the teeth of climate change, determining if infrastructure really is climate resilient, and assessing how human capacity is really being enhanced beyond the simple measure of group membership.

As of September 2016, 36 projects have been approved by IFAD. Of these:

- 21 are at Implementation stage
- 13 are at start-up stage
- 2 are at design stage

In addition

- 10 more projects are at the scoping stage
- 1 (Yemen) has been suspended due to the ongoing conflict in that country.

With a target of 43 projects to be approved by the end of 2017, this target is well on track to be achieved, and indeed exceeded, by that date. Given total projects are now expected to be 47 this needs to be amended.

The reasons for low ASAP disbursement rates are: i) low disbursement during the inception phase in development projects in low income countries and delays on governments signing agreements after Board approval; ii) lead time necessary to develop an initial ASAP investment pipeline and integrate it operational processes; iii) direct disbursement to government agencies and fulfilment of fiduciary requirements and safeguards; iv) comparatively lower absorption rates in recipient countries with high climate vulnerability and low adaptive capacity; v) IFAD is not alone in controlling all of the spending dynamics in each of the 47 ASAP supported projects and v) emergency situations in five ASAP investment countries that led to design and disbursement delays. IFAD is aiming to finalise all ASAP disbursements by mid-2018.

As there is not a specific milestone for the end of 2016, and the output has been reached for the target at the end of 2015 (but not yet exceeded) **this output is rated A (output meets expectations)**

Indicator(s)	Milestones	Progress	
Number of hectares of land managed under climate-resilient practices	2017	2023	1,733,330 hectares (plus 15 watersheds)
1,000,000 hectares targeted	1,000,000 hectares		

Key Points

Indicator(s)	Milestones	Progress	
2.1 No. of households, production and processing facilities with increased water availability.	2017	2023	179,049 households (plus 2587 facilities)

Key Points

Indicator(s)	Milestones	Progress	
Number of individuals (including women), community groups and institutions engaged in climate risk management, ENRM or DRR activities	2015	2020	613,767 individuals (plus 8,734 community groups)

600 groups programmed	1,200 groups		
Indicator(s)	Milestones	Progress	
4.1 Value (\$USD) of new or existing rural infrastructure made climate-resilient	2015	2023	US\$ 133,810,000 plus 827 kilometres of roads

US\$ 28 million programmed	US\$80 Million		
Indicator(s)	Milestones	Progress	
5.1.No. of international and country dialogues on climate issues where ASAP-supported projects or project partners make an active contribution	2015	2020	51 dialogues

16 programmed	40 dialogues		
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VfM performance compared to the original VfM proposition in the business case

Four elements define the VfM of an investment: Economy, Efficiency, Effectiveness and Equity:

Economy. In relation to benefits to costs ratio (BCR), for a dollar spent in a project or programme that has an ASAP component, expected benefits will be \$1.59 and on average equals to \$2.06; with a minimum BCR of \$ 1.05, and maximum of \$ 6.53 and \$ 6.49.

Equity. For every dollar invested in IFAD programmes, a net extra worth of \$ 0.59 to \$ 1.06 on average is generated and redistributed to project beneficiaries.

Effectiveness. The BCR review of the 32 ASAP-supported investments suggests that investments are worth the costs, and ASAP components slightly outperform the overall investment in terms of worth generation and redistribution capacity.

Efficiency: ASAP is comparable to climate funds at a similar stage where country implementation is slow to start. Similar climate finance funds have disbursed between 1% and 16% of funding after three years. ASAP in relation to its administrative costs of 7% compares favourably to other funds (see ASAP workbook).

Project Name – from DevTracker	Support to the Global Agriculture and Food Security Programme (GAFSP)
Aries No	202572
Geographic Focus	<p>Global</p> <p>GAFSP is implemented as a Financial Intermediary Fund for which the World Bank serves as Trustee. The vehicle is a Multi Donor Trust Fund under external governance.</p>
Total DFID Budget	<p>£136,000,000 fund</p> <p>£76M originally from 2012-2018 and Cost extension of £60M (Established in April 2010 with 40% Climate Finance)</p> <p>Following a £60 million cost extension to GAFSP in November 2015, an indicative <u>50:50 split has been allocated across the two windows</u>. Up to 40% of this finance will come from the UK's climate finance budget, recognising the strong synergies between building climate resilience in agriculture and improving food security, and ensuring that GAFSP demonstrates well evidenced delivery on climate resilience.</p> <p>AR(3) Dec 2015 states that GAFSP public sector window has grown to \$1,222 million with projects in 36 countries and 58% funds channelled to Africa. Private sector funding window of \$107.6 million</p>
Total Spend to date	£127,500,000 (93.75%)
Duration	2 Oct 2012 to 31 Dec 2026 (Costed Extension from Dec 2015) rated A (2013), A(2014), A (2015)
Sectors	Agricultural Development, Agricultural Services, Basic Nutrition
2018 CAPR	
Public document source:	Annual Review (3) (Dec, 2015), Logframe (Dec 2016) Business Case (Sept 2015) Addendum to the Business Case (Nov 2015)
Summary	<p>To improve agricultural productivity in developing countries and to increase farmers' access to markets whilst increasing the economic resilience of poor people globally.</p> <p>GAFSP supports governments implement their agriculture and nutrition national strategies via the public sector window – competitive grant financing allocated based on an assessment of need (levels of poverty, hunger, and technical rigour). Governments can chose between seven supervising entities to support them implement their project proposals: the World Bank, the African Development Bank (AfDB), the Asian Development Bank (AsDB), the Inter-American Bank (IADB), the International Fund for Rural Development (IFAD), the World Food Programme (WFP), and the Food and Agriculture Organisation (FAO).</p> <p>Famers and agri-businesses are supported directly with concessional finance via GAFSP's private sector window, concessional finance, blended with commercial finance in partnership with the IFC. This blended finance solution allows investments into riskier and hard to reach areas, such as sustainable oil palm for smallholders in Liberia and Sierra Leone</p> <p>Together, these windows pool donor resources and work with recipients to increase rural household income, support viable businesses, develop sustainable and resilient food systems, empower marginalised farmers, and increase access and availability of safe, nutritious foods. The World Bank provides the administrative support for the PuSw, and the IFC acts as the secretariat for the PrSw.</p> <p>GAFSP's central aim is to improve the incomes and food and nutrition security of those in low-income countries by boosting agricultural productivity. GAFSP</p>

	<p>provides support to medium and long-term interventions that are technically sound, country-led and expected to be inclusive.</p> <p>AR(3- Dec2015) This is the third annual review of the Global Agriculture and Food Security Program (GAFSP). Since the last Annual Review, GAFSP's Public Sector Window (PuSw) portfolio has grown to \$1,222 million with projects in 36 countries; approximately 58% of funds are channelled to programmes in Africa. During GAFSP's fiscal year (June 2014 to June 2015), the Steering Committee allocated \$107 million in grant funding to five public sector project proposals from Benin, Bhutan, Kenya, Lao PDR and Timor Leste.</p> <p>The PuSw has disbursed over \$1 billion since 2010, for 39 projects in 30 countries. These projects have already benefited 2.15 million beneficiaries (33% women), with results expected to ramp up to 20 million as projects draw to a close and their impact is fully realised. The projects are implemented by UN agencies (Supervising Entities – SEs): the African Development Bank, the Asian Development Bank, the International Fund for Agriculture Development, the World Food Programme, the Food and Agriculture Organization, the World Bank, and the Inter-America Development Bank.</p> <p>The PrSw is currently supporting 18 investments into agribusinesses and financial institutions for on-lending. These projects will directly support over 3 million farmers, many of whom are commercial, semi-commercial or subsistence farmers. The IFC is the only agency implementing PrSw projects.</p> <p>During the first five years of operation, 2.15 million people have been supported via GAFSP PuSw funds (33 percent women); 947km of all-weather roads have been constructed or rehabilitated; 35,000 people have been provided with nutrition services; nearly 28,000 rural households have been supported through cash transfer programmes; and 40 percent of funding has been spent on climate smart agriculture practices and technologies. These results are expected to ramp up (e.g. to 20 million beneficiaries) as existing projects demonstrate total impacts towards the end of their implementation period - within the next three years, about one third of projects in the GAFSP PuSw portfolio are projected to finish disbursing and close.</p> <p>The private sector window has built up a solid pipeline of investments. 13 investment projects were approved with GAFSP PrSW funding of \$107.6 million and 8 advisory projects amounting to \$1.2 million over GAFSP 2014-15 fiscal year. About 62% of the projects are partnered with financial institutions, and the remaining 40% through direct agri-business investments. GAFSP funding was able to mobilize \$50 million of IFC financing in 2014, and another \$160 million from other private sector financiers in during the same year. The PrSw projects – both investment and advisory services - have reached over 1 million farmers.¹ Over 23,000 participants have been trained; 10,000 have been provided with direct employment; and 23,000 metric tons of food was processed in 2014. While still early days, the fund's non-performing loans (NPLs) remain at zero.</p> <p>The Public Sector window has disbursed over \$1 billion since 2010, for 39 projects in 30 countries. Made up of two windows, GAFSPs Public Sector Window (PuSw) portfolio \$1,222M in 36 countries 58% funds channelled to Africa – in 2014/5 round \$107M allocated to Benin, Bhutan, Kenya, Lao PDR and Timor Leste.</p> <p>2.15M people supported (33% women) with 947Km of all-weather roads constructed or rehabilitated, 35,000 people provided with nutrition services, 28,000 rural households supported by cash transfer programmes and 40% of funding spent on CSA and technologies. Results are expected to ramp up to 20M beneficiaries as existing projects demonstrate total impacts towards the end of their completion period in the next three years.</p> <p>The Private sector window –although slow to start - has a solid pipeline of investments, 13 projects approved with funding of \$107.6M and 8 advisory projects amounting to \$1.2M over 2014-5 year. 62% of projects partnered with</p>
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	<p>financial institutions and the remaining 40% through direct agri-business investments. GAFSP funding was able to mobilize \$50M IFC financing in 2014 and another \$160M from other private financiers in the same year. The PrSw investment and advisory services have reached over 3M farmers (commercial, semi commercial or subsistence), 23,000 participants have been trained, 10,000 provided with direct employment, 23,000 metric tonnes of food processed in 2014 and although early, the funds non performing loans remain at zero.</p> <p>The projects are implemented by UN agencies (called supervising entities SEs): the AfDB, the ADB, the IFAD, WFP, FAO, WB, and the Inter-America Development Bank.</p> <p>Building on experiences during GAFSP’s first 5 years of operation (2010-2015), the fund is moving into its second phase (2016-2020). The main areas of focus will be: <u>embedding a stronger results framework across the fund so that a better understanding of what is working can be collected and disseminated across the agriculture community; stronger collaboration between the PuSw and the PrSw, recognising the importance of both public and private sector finance to bring about food and nutrition security goals; and stronger integration of the cross-cutting issues (gender, climate change and nutrition).</u></p> <p>The UK has recently approved an additional £60 million to GAFSP to support the integration of these issues. Up to 40% of this finance will be climate finance reflecting the fund’s ability to contribute demonstrably to climate resilient agriculture also recognizing GAFSPs role as a multilateral facility which can deliver against DFIDs multiple interrelated objectives for agriculture.</p>						
Anomalies in DevTracker	<p>The DevTracker shows the first Annual Review was published in September 2015 and the second in September 2015, the third in December 2015. The business case summary is dated September 2015 and the logframe published December 2016. The first five years is over, second phase was approved 2016 or 2017 but unclear if also for 5 years, the new logframe is being employed and was produced end 2016 bit unclear if targets refer to whole initiative of just the extension.</p> <p>To assess these results against expected progress, GAFSP has undergone several reviews. The Meridian Institute conducted a mid-term review in 2014; the World Bank’s Development Impact Evaluation (DIME) team is conducting impact evaluations on 30 percent of the public sector window projects; and DFID has completed two annual reviews – both of which scored A – project meets expectations. The private sector window, which started 2 years later than the public sector window, has commissioned an evaluation of their portfolio. The findings of this review will be made available by the end of 2016.</p>						
Notes:	<p>Food Security and Incomes</p> <p>DFID tracks 2 indicators to measure GAFSP’s outcome:</p> <p>(i) Agricultural productivity in selected GAFSP countries (in metric tonnes) and</p> <p>(ii) Financial rate of return (FRR) or return on investment capital (ROIC).</p> <p><u>Both the public and private sector window report on the first indicator. Only the private sector window reports on the second indicator.</u> On the private sector side, projects are relatively early in their implementation, but are now starting to report on production, with 3 projects doing so in FY15 (World Bank financial year, which starts in June). On the public sector side production data is available for select projects.</p> <p>Annual outcome assessment</p> <table><tr><th>Indicator(s)</th><th>2015 target</th><th>Progress</th></tr><tr><td>Agricultural productivity in selected GAFSP countries measured in metric tonnes</td><td>• Estimated Target value (PuSW) = 23.81 million MT (8 projects) in 2015 • Estimated Target value</td><td>PuSW:[GAFSP confirms that data will be available in early December. We will follow up closely.]</td></tr></table>	Indicator(s)	2015 target	Progress	Agricultural productivity in selected GAFSP countries measured in metric tonnes	• Estimated Target value (PuSW) = 23.81 million MT (8 projects) in 2015 • Estimated Target value	PuSW:[GAFSP confirms that data will be available in early December. We will follow up closely.]
Indicator(s)	2015 target	Progress					
Agricultural productivity in selected GAFSP countries measured in metric tonnes	• Estimated Target value (PuSW) = 23.81 million MT (8 projects) in 2015 • Estimated Target value	PuSW:[GAFSP confirms that data will be available in early December. We will follow up closely.]					

		(PrSW) = 0.14 million MT (5 projects) in 2015 • TOTAL: Estimated Target value is 23.95 million MT	PrSW: 23,333 MT (only 3 projects started reporting on production in FY15 because most projects were still too young to report. More projects are expected to start reporting in FY16)
	Financial Rate of Return (FRR) or Return on Investment Capital (ROIC) Private Sector Window only to report	Return for loan and RSF projects: 2.7% p.a. Return for equity projects: Africa Juice – Preferred dividends 7% Probiotech – IPO at 15% IRR or Put option; IRR 6.5% or 7.5% if exit after 3 or 5 years	The overall financial return for loan and RSF is 3%. This is broken down as follows: Return for Loan: 4% p.a. Return for RSF: 1.4% p.a. Return for equity projects is on track as per the June 2015 target.
<p>In GAFSP there is substantial variation among output indicators. Some indicators have seen very strong performance, while others have not. Only the World Bank currently provides annual targets to the Coordinating Unit. This has meant the targets for DFID's annual reviews are based on estimates from the other SEs.</p> <p>For output 1 – productivity and technology improvements – aggregate results are broadly on track for farmers adopting technology, training, and hectares covered by new technology. The gender disaggregated component for the private sector window is however below target. This is due to the low uptake of gender disaggregated data.</p> <p>Output 2 measures progress against market access and infrastructure (irrigation, roads, rural market centres). Tajikistan has started reporting against the irrigation indicator, which has meant indicator 2.1 has been massively exceeded. By the year end, indicator 2.2 on roads (all-weather) is expected to be reached. The indicator on rural markets is below expectations, partly due to the Ebola crisis in Sierra Leone and Liberia and partly due to political instability in Burundi.</p> <p>Output 3 measures indicators on the functioning of the market – loans, organisations and agri-processing facilities. There has been a strong performance on Agri-loans, particularly in Asia and Latin America (Nicaragua). <u>The indicator looking at strengthening producer organisations is low but is expected to ramp up as results materialise in Ethiopia (Agriculture Growth Programme). Agro-processing centres are below expectations.</u></p> <p>Output 4 measures resilience and nutrition. Resilience is captured by social protection measures, mainly cash transfers. The Cambodia project continues to perform above expectations. Resilience is also covered by projects focusing on ownership rights. Progress against the nutrition target, which looks at how widely nutrition is covered under both the PuSw and PrSw, is on track.</p> <p>Output 5 is a qualitative indicator tracking progress against a joint PrSw and PuSw results framework that captures gender disaggregated data.</p> <p>The PrSw's gender reporting remains a challenge. This output therefore scores B. of 1:6.9 which is above target. This is not only new funding but existing IFAD funding that was leveraged to make those actual funds more climate smart.</p>			
	Indicator(s)	2015 target¹	Progress*
1.1 Number of farmers benefiting from improved agricultural technology, improved agricultural processes and financial services		PuSW: 520,523 farmers (28% women) PrSW: 820,000 farmers (19 projects) (15% women) Total: 1,340,523 farmers (23% women)	PuSW: 658,806 farmers (28% women) PrSW: 757,700 farmers (15.7% women) Total: 1,416,506 (21.4% women)

	1.2 Number of additional hectares which have adopted the technology being promoted (Public Sector Window only)	PuSw: 94,786 ha	PuSw: 79,808 ha
	1.3 Number of clients reached to raise agricultural productivity provided to scientists, extension agents, agro-dealers, farmers, community members etc. (disaggregated by gender)	PuSw: 220,994 trainees (17 projects) (35% women) PrSw: 23,157 trainees (7% women) Total: 244,151 trainees (33% women)	PuSw: 211,544 trainees (25% women) PrSw: 23,242 trainees (3.5% women) Total: 234,786 trainees (23% women)
<p>¹(Public Sector Window: PuSw; Private Sector Window: PrSw) *Data as of June 2015</p> <p>Key Points</p> <p>Output 1 captures a key pillar of both the public and private sector windows (PuSw and PrSw): raising agricultural productivity and strengthening resilience. DFID's logframe tracks progress against technology adoption – both the farmers using the technology and the farm land covered; and training, which covers extension services, technology adoption support, farm management practices, and financial service support. People based indicators are gender disaggregated.</p> <p>The PuSw has exceeded expectations on reaching farmers –The gender target, however, will not be met due to the low uptake of the female farmers' reach indicator. Projects under the PrSw may be reaching more female famers, but due to limited reporting the Secretariat cannot track progress.</p> <p>A similar story unfolds for the training indicator. Both the PuSw and PrSw, while on track or set to exceed the total number of people trained, are unlikely to meet the gender component.</p> <p>The issue of poor uptake of gender disaggregated indicators, however, remains an issue. While GAFSP investment projects do have a greater take-up of gender disaggregated indicators than IFC core business, the GAFSP Secretariat has limited influence over core IFC process and indicator selection.</p> <p>Summary of responses to issues raised in previous annual reviews</p> <p>Three issues were raised in the last annual review: (i) the difficulty in aggregating the training indicator (indicator 1.3) between the public and private sector window; (ii) the lack of annual target setting by several of the SEs; and (iii) the lack of clarity around the June 2015 targets.</p> <p>1. Aggregation of indicator 1.3</p> <p>The PrSw reports on the <i>number</i> of clients trained. The jump in the number this year (211,544) is due to a more appropriate methodology based on average training days and household size.</p> <p>1. Annual targets</p> <p>Only the World Bank sets ex ante, multiyear annual project level targets for its operations. The IFC does not have annual project level targets either. While the SEs self-report project implementation status, an assessment of aggregate progress across the portfolio is extremely difficult. Full SE buy-in and agreement is needed to set annual targets across GAFSP.</p> <p>The IFC have provided linear based targets, recognising that while far from perfect, they provide an indicative sense of scale.</p> <p>Recommendations</p> <p>As per the recent addendum to DFID's business case on GAFSP, providing a cost extension of £60 million, a new results framework will be developed with the GAFSP teams.</p> <p>1. Technology indicators integrate climate smart practices</p> <p>2. Gender continues to be a strong theme throughout the reporting. DFID will</p>			

explore synergies with a DFID funded trust fund in the World Bank Group, which covers “Mainstreaming Gender In Agribusiness” (FIAS trust fund) as well as push at the IFC board level to encourage better gender reporting.

Infrastructure to support agriculture in place and operational (in GAFSP funded countries)

Indicator(s)	2015 target	Progress*
2.1 Area with new and rehabilitated irrigation and drainage services (ha)	12,696 ha	PuSW: 139, 282 ha
2.2 Km of roads constructed and rehabilitated (disaggregated by all-weather or seasonal)	1,341 km	PuSW: 947 km (all, all weather
2.3 Number of rural markets/market centres constructed and rehabilitated	457	PuSW: 121

*Data as of June 2015

Most smallholder farmers in GAFSP target countries trade within their small communities. GAFSP projects enable these connections through infrastructure, such as roads and market centres. Only the PuSw reports against this output.

For indicator 2.3, the target is unlikely to be met. The original target was based on a linear projection of disbursement profile, which arguably over-estimated the 2015 target.

Indicator(s)	2015 target	Progress
3.1 Number of agri-loans given in selected GAFSP Private Sector Window projects (<i>Private Sector Window only</i>)	19,812 agri-loans	34,025 agri-loans
3.2 Number of targeted clients who are members of an association including producer association, cooperative, water user association etc. (<i>Public Sector Window only</i>)	224,988	105,284
3.3 Number of private or public-private agro-processing and quality control facilities installed (<i>Public Sector Window only</i>)	129	7

Output 3 assesses **programme activities centred on access to finance; effective producer organisations and water associations; and the establishment of agro-processing and control facilities**. Both downstream and upstream agriculture stakeholders are covered under these programmes.

The quantity of agri-loans under the PrSw has far exceeded expectations. Strong progress has come mainly from projects in Asia and Latin America. Three projects, through microfinance institutions, are expected to provide 21,460 SME loans to women for a total value of \$730 million, and 262,000 micro loans to women for a total value of \$394 million.

While the progress to date under indicator 3.2 looks low relative to the target, the projects tracking this indicator are expected to report by the year end – with strong results expected from Ethiopia’s Agriculture’s Growth Programme. The 2015 target is expected to be reached.

Indicator 3.3 is below expectations, with only 7 facilities (in Malawi) recorded compared to what now looks to be an aspirational target of 129. Nearly 200 additional facilities are expected to be financed in Burundi, Cambodia, and the Gambia but not by the time frame indicated in the logframe. Rating of B.

The other issue raised was the lack of data for indicators 3.1 and 3.3. Data for indicator 3.1 has become available and is showing good progress while reporting for indicator 3.3 is albeit behind schedule.

Recommendations

The current indicators used to track market access may not be the most appropriate

given the types of activities that GAFSP is funding. DFID could for example consider including indicators on post-harvest management- a key issue and areas of risk for smallholders.

Improved management of risks and increased resilience to shocks

¹(public sector window: PuSW; private sector window: PrSW)

Indicator(s)	2015 target ¹	Progress
4.1 Number of households benefiting from direct transfer programmes (<i>Public Sector Window only</i>)	17,431 (cash transfers)	27,927 (cash transfers)
4.2 Number of target population with use or ownership rights recorded (disaggregated by gender) in a manner recognized by national or customary law (<i>Public Sector Window only</i>)	218 (no gender disaggregation)	117 (no gender disaggregation)
4.3 Share of projects with a nutrition focus	PuSW: 56% (18 projects with nutrition focus) PrSW: 10% (3 projects with nutrition focus) Total: 34% of projects in the GAFSP portfolio with nutrition focus	PuSW: 59% (19 projects with nutrition focus) PrSW: 15% (2 out of 30 projects approved) Total: 33.8% of projects in the GAFSP portfolio with nutrition focus

Key Points

Output 4 focuses on two areas: (i) building resilience and (ii) nutrition. Resilience is captured by projects supporting cash transfer mechanisms and projects focusing on improving ownership rights.

On social protection measures, and cash transfer mechanism in particular, Cambodia's Emergency Food Assistance Project continues to deliver strongly.

For nutrition, GAFSP supports nutrition-related interventions through both nutrition-sensitive agricultural activities (such as increasing production of micronutrient rich foods or introducing biofortified crops) and through direct non-agricultural nutrition approaches (such as breastfeeding campaigns). As of June 2015, 19 PuSW projects supported both types of nutrition interventions (e.g. dissemination of zinc-enriched rice (developed by the Bangladesh Rice Research Institute in coordination with Harvest Plus); and biofortified beans (in Rwanda, again, in coordination with Harvest-Plus), for a total of \$138 million in direct nutrition-related financing. This resulted in close to 35,000 people receiving nutrition services, a five-fold increase over six months earlier.

Discussions on the overall operational framework of GAFSP flagged the need for the PuSW and the PrSW to work closer together, including having a results framework that captures the impact of both windows. To date, the two windows have worked together on two projects only: one in Cameroon and one in Rwanda. Gender disaggregated results remains a key issue for the private sector window. Uptake of female farmers reached remains low, although higher than the core IFC agribusiness projects.

On the public sector window, over 70% of current GAFSP projects address all three elements of: gender analysis, gender-related actions and gender-disaggregated monitoring and evaluation (with all projects addressing at least one element). GAFSP projects expect between 20% and 70% of beneficiaries to be women, with, on average, 28% of current beneficiaries female farmers.

Key cost drivers and performance

There are two value for money (VfM) drivers of GAFSP, as assessed by DFID:

- (i) individual project level VfM and the ability of the Supervising Entities (SE) to adhere to cost controls,
- (ii) the VfM of GAFSP's operational capacity.

	<p>Project level VfM</p> <p>At a country level, GAFSP PuSw funds are managed and accounted for by the Supervising Entities (SEs). The VfM measures rely on the appraisal of project plans by the Technical Assistance Committee (TAC), and the procedures of the SEs. GAFSP projects are selected based on a weighted formula that attributes 30% to country need (poverty and hunger) and 70% to country and proposal readiness. There has been a strong correlation with a country's readiness, as judged by the TAC, and disbursement rates.</p> <p>For the PrSw, project level VfM is assessed by the IFC board. With GAFSP funding, the IFC have taken on board riskier projects, attracting returns that while positive (around 3%) are lower than IFC core business.</p> <p>Despite this progress, GAFSP stakeholders have expressed a desire for GAFSP and the IFC to take additional risks and reach further down the pyramid. In 2014, GAFSP funding was able to mobilize \$50 million of IFC financing and \$160 million of other private sector financiers. Together, these represent a leverage of 5.3 times of GAFSP funding.</p> <p>VfM performance compared to the original VfM proposition in the business case</p> <p>GAFSP funds disbursed to the country level are managed and accounted for by the SEs. The VfM measures therefore rely on the appraisal of project plans and the procedures of the SEs. All the SEs that manage GAFSP funds were judged as "satisfactory" or "strong" on financial resource management in the DFID MAR (Multilateral Aid Review) process of 2011, which looked at how these multilateral organisations allocate, disburse and account for their resources. In the MAR update of December 2013, the SEs were all shown to have made some progress, with many making reasonable progress in most areas. To strengthen performance, GAFSP could actively encourage increased cost consciousness on the part of its SEs and government partners and make cost issues a stronger part of its assessment procedures. This could be part of the country guidelines during the next call for proposals.</p> <p>Assessment of whether the programme continues to represent value for money</p> <p>The GAFSP continues to represent value for money. Administrative costs remain low, and with the increased capacity of the CU, the team are better placed to respond to the needs of the representatives in the Steering Committee.</p>
2017 CAPR	<i>By 2018 CAPR Review team</i>
<i>Public document source:</i>	<i>Annual Review (1, 2 & 3) Sept 2015, Sept 2015 and Dec 2015.</i>
<i>Finances</i>	<i>DevTracker says that it has already spent £127,500,000 to date</i>
<i>Notes:</i>	<i>The 2017 CAPR appears to assume that the <u>entire</u> budget for GAFSP is used for Commercial Agriculture.</i>

Conclusion

In the Com Ag Review of 2017 the total amount is included in an Agribusiness window, this is incorrect as it is the Private sector window that is predominantly focused on Agribusiness whilst the public sector window is much broader covering cash transfers, road infrastructure and training for smallholder farmers including areas such as rates of return on investment and nutrition both related to diets and quantity of food including aspects such as breastfeeding. Some attention to aggregation of data for outcome needs to be given, the credibility of some of the results is questionable with spikes in reporting attributed to single countries in many instances. Some delay and departure from targets due to understandable political and social unrest primarily the latter due to incidences of Ebola.

Significant issues related to target setting and the reporting against indicators in the DFID logframe.

In the absence of closely aligning Outcome Indicators, trying to calculate cost per target using partial data for targets but all of a programme's budget is likely to be very misleading. This is further complicated by projects and programmes with multiple components, implemented over extended periods of time, during which sensible adaptive programming led to significant changes to the logframe and targets.

Gender disaggregated results remains a key issue for the private sector window. Uptake of female farmers reached remains low, although higher than the core IFC agribusiness projects. DFID has raised this issue through various channels – comments on the IFC strategy, at a project level when projects are being discussed at the board and through a related DFID programme working on gender in agribusiness in the IFC. DFID have also discussed gender with donors on the donor committee, to garner views on how to strengthen this component of PrSw reporting. DFID are also pushing for better gender disaggregated data through the M&E working groups. The IFC are making some headway, albeit rather slowly, as covered under the key points in Output 1.

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¹(Public Sector Window: PuSW; Private Sector Window: PrSW) *Data as of June 2015

Indicator(s)	2015 target ¹	Progress*
1.1 Number of farmers benefiting from improved agricultural technology, improved agricultural processes and financial services	PuSW: 520,523 farmers (28% women) PrSW: 820,000 farmers (19 projects) (15% women) Total: 1,340,523 farmers (23% women)	PuSW: 658,806 farmers (28% women) PrSW: 757,700 farmers (15.7% women) Total: 1,416,506 (21.4% women)
1.2 Number of additional hectares which have adopted the technology being promoted (<i>Public Sector Window only</i>)	PuSw: 94,786 ha	PuSW: 79,808 ha
1.3 Number of clients reached to raise agricultural productivity provided to scientists, extension agents, agro-dealers, farmers, community members etc. (disaggregated by gender)	PuSW: 220,994 trainees (17 projects) (35% women) PrSW: 23,157 trainees (7% women) Total: 244,151 trainees (33% women)	PuSW: 211,544 trainees (25% women) PrSW: 23,242 trainees (3.5% women) Total: 234,786 trainees (23% women)

The PuSw has exceeded expectations on reaching farmers –gender disaggregated targets are on track by end 2015. Those projects performing particularly well are the Ethiopia Agriculture Growth Project (AGP) and Bangladesh Integrated Agriculture Productivity Project (IAPP). The gender target, however, will not be met due to the low uptake of the female farmers' reach indicator.

An historical challenge has been that, from among the GAFSP SEs, Full SE buy-in and agreement is needed to set annual targets across GAFSP (only the World Bank sets ex ante, multiyear annual project level targets for its operations. The IFC does not have annual project level targets either. While the SEs self-report project implementation status, an assessment of aggregate progress across the portfolio is extremely difficult).

*Data as of June 2015

Indicator(s)	2015 target	Progress*
2.1 Area with new and rehabilitated irrigation and drainage services (ha)	12,696 ha	PuSW: 139, 282 ha

2.2 Km of roads constructed and rehabilitated (disaggregated by all-weather or seasonal)	1,341 km	PuSW: 947 km (all, all weather
2.3 Number of rural markets/market centres constructed and rehabilitated	457	PuSW: 121

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Output 3 assesses programme activities centred on access to finance; effective producer organisations and water associations; and the establishment of agro-processing and control facilities. Both downstream and upstream agriculture stakeholders are covered under these programmes.

The quantity of agro-loans under the PrSw has far exceeded expectations. Strong progress has come mainly from projects in Asia and Latin America. Three projects, through microfinance institutions, are expected to provide 21,460 SME loans to women for a total value of \$730 million, and 262,000 micro loans to women for a total value of \$394 million. In Nicaragua, the PrSw is supporting an underdeveloped banking sector through support to Fondo de Desarrollo Local (FDL) – an MFI targeting financial services to rural smallholders.

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Aries No	202698
Geographic Focus	Kenya
Total DFID Budget	£48,195,638
Total Spend to date	£41,801,288
Duration	16 th August 2012 until 31 March 2020
Sectors	
2018 CAPR	
Public document source:	AR (1) June2018, AR (2) Mar2014, AR(3) June2015, AR(4) Dec 2016, Log frame published Aug2016, Bus case and summary Oct 2012
Summary	<p>To reduce poverty in Kenya by enabling poor people to benefit from better functioning markets, and by building greater awareness among influential decision makers of how markets can work better for the poor. This will increase household incomes of 148,000 small scale farmers and entrepreneurs - of whom 33% are women - by an average of over 20% by 2018. 36,000 jobs for women and 73,000 for men and male youth will also be created.</p> <p>The Kenya MAP seeks to build effective and accessible markets by tackling the underlying causes of poor performance in markets that matter to poor people, in order to create sustainable impact. Examples of underlying causes of poor performance include inadequate access to information, inadequate training, inadequate accreditation/certification/standards (allowing for the sale of substandard or counterfeit goods), and insufficient networks (missing opportunities to better connect suppliers with buyers) etc. In order to improve markets, MAP supports market facilitators that work with the private sector, government and membership organizations. Since August 2012, MAP has consisted of three core components:</p> <ol style="list-style-type: none"> Kenya Markets Trust (£38.3M), supporting agricultural and basic service sectors comprising water, agricultural inputs, seeds, livestock and dairy sectors. This component is implemented by Kenya Markets Trust (KMT) and co-funded by Gatsby Africa, which currently contributes a grant of £3M as well as £1M worth of technical assistance to support the institutional strengthening of KMT. Youth Employment (£5.5M), by promoting the development of new job opportunities for youth in Mombasa County. This component was implemented by Adam Smith International (ASI). <u>It ended in June 2017, and is discussed under output 4 in this report.</u> Extractives (£4.4M), by promoting improved governance of the extractives sector in Kenya. This component was implemented by Adam Smith International (ASI). <u>It ended in June 2016 and so is not covered by this annual review.</u> <p>AR Nov 17</p> <p>The MAP programme has suffered from political uncertainty in the Aug General Elections, followed by a prolonged drought affecting the livestock sector and animal mortality. Efforts were also needed to strengthen the operations and management and DFID reduced the overall budget. Key restructuring outcomes in KMT included: (i)</p>

	<p>closing one field office (Kisumu); (ii) exiting from one sector (dairy), (iii) reducing activities across all other sectors; and (iv) carrying out a staff redundancy exercise that saw a reduction in head count from 61 to 31 employees.</p> <p>Particular achievements (that exceeded expectation) have been:</p> <ol style="list-style-type: none">1. Over 500,000 households with increased capacity to actively participate in selected market systems, and better able to cope with effects of climate change (output 1.1)2. 23 significant enabling policies, regulations, processes or informal rules influenced by KMT (output 2.1)3. 60 knowledge products generated and/or sharing and learning events held by KMT and its implementing partners (output 2.3)4. £3 million of additional funding for KMT obtained (output 3.1)5. 72 pro-youth practice changes and quality partnerships adopted by system actors within selected market systems (output 4.2) <p>Good progress was also made in strengthening KMT as an institution (output 3.1) which underpins much of the above, with establishment of a Finance, Audit and Risk committee and an Investor committee; and recruitment of two additional board members, a head of internal audit who reports to the board, and a permanent CEO put in place.</p> <p>The youth employment component came to a close in June 2017, having created at least 2,899 new job opportunities for youth in Mombasa County (contributing to the outcome level), and improved the capacity of at least 7,244 youths to participate more meaningfully in the labour markets (at the output level). This however fell below the original project target of 5,000 new jobs and 8,000 youths with improved capacity.</p>						
Anomalies in DevTracker							
Notes:	<p>MAP has four outcome targets, to (i) create jobs; (ii) increase income entering sectors; (iii) improve resilience to climate change; and (iv) improve wealth and productivity of households. The programme is assessed to be on-track towards achieving these, having met or moderately exceeded outcome targets for this year (see table below). It is however anticipated that the 2018 performance may dip, given lost momentum occasioned by the difficult delivery context set out at the beginning of this report. In this regard, DFID, Gatsby Africa and KMT will continue to monitor the viability of the 2018 milestone targets for next year.</p> <table><tr><th>Outcome indicator</th><th>How measured</th><th>Milestone Target & Score (Oct 2017)</th></tr><tr><td>1. Number of new jobs (indirect) estimated to have been created in the wider economy as a result of sector growth (ICF KPI 5).</td><td>For KMT, figure derived using the ILO job multiplier for agriculture sector jobs. For the youth employment component, figure derived</td><td><u>Target:</u> 135,000 <u>Score:</u> 133, 859 A Met expectation.</td></tr></table>	Outcome indicator	How measured	Milestone Target & Score (Oct 2017)	1. Number of new jobs (indirect) estimated to have been created in the wider economy as a result of sector growth (ICF KPI 5).	For KMT, figure derived using the ILO job multiplier for agriculture sector jobs. For the youth employment component, figure derived	<u>Target:</u> 135,000 <u>Score:</u> 133, 859 A Met expectation.
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		from direct, indirect and induced jobs calculations.										
	2. Additional change in annual income in selected sectors.	Millions of pounds.	<u>Target:</u> £85 M <u>Score:</u> £84 M A Met expectation.									
	3. Total estimated number of beneficiary households with increased annual income, hence, improved resilience to climate change (ICF KPI 4)	Increased annual income must be a real income increase of at least 10% from the following year.	<u>Target:</u> 344,520 <u>Score:</u> 406, 787 A+ Moderately exceeded expectations									
	4. Total estimated number of beneficiary households with improved wealth and productivity within selected market systems.	Defined in terms of additional production, costs of production saved, increased assets and stepping out into new economic activities; Household performance specifically relates to KMT's work in basic service sectors and is intended to capture the social benefits in the water sector reported by programme beneficiaries.	<u>Target:</u> 382,800 <u>Score:</u> 423, 378 A+ Moderately exceeded expectations									
<table><tr><th>Output</th><th>Weighting</th><th>Achieved Score</th></tr><tr><td>1. Selected agricultural markets and basic service sectors perform more effectively for small scale farmers and micro entrepreneurs</td><td>60%</td><td>A Met expectation</td></tr><tr><td>2. KMT influences policies & regulations, partners and relevant institutions towards market systems</td><td>15%</td><td>A+ Moderately exceeded expectation</td></tr></table>				Output	Weighting	Achieved Score	1. Selected agricultural markets and basic service sectors perform more effectively for small scale farmers and micro entrepreneurs	60%	A Met expectation	2. KMT influences policies & regulations , partners and relevant institutions towards market systems	15%	A+ Moderately exceeded expectation
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	transformation		
	3. KMT's institutional health maintained for enhanced delivery	10%	A+ Moderately exceeded expectation
	4. Selected market systems at the Coast perform more effectively and inclusively for unemployed youth (Mombasa Youth Employment component)	15%	A – Met expectation
	Water sector		
	<p>1. Water revenue: KMT seeks to reduce the amount of revenue lost through the physical loss of water (e.g. leaking pipes) as well as through commercial loss, in which the water payment system is by-passed by users. KMT helped 9 water utility companies use geographic information systems (GIS) to map their physical infrastructure so as to undertake real-time monitoring of water losses. In Homa Bay county, KMT partnered with Homa Bay Water and Sewerage Company (HOWASCO) to install billing software that increased average monthly water revenue 20%.</p>		
	<p>2. Water systems: KMT partnered with 11 county governments to improve the working conditions of water utilities e.g. rehabilitating boreholes using solar powered pumps on a cost-sharing basis.</p>		
	<p>3. Business to business linkages: KMT seeks to enhance business networking and information sharing among water sector players, with the aim of facilitating commercial partnerships. Within the year, KMT worked with the Water Sector Trust Fund to organise an inaugural Kenya water week, that brought together 600 participants and facilitated new partnerships to be established.</p>		
	Agricultural Inputs sector		
	<p>1. Promoting yield enhancing technologies: KMT promoted the use of lime (to respond to the challenge of soil acidity), biopesticides (to respond to challenges of chemical pesticides) and crop specific fertilizers (for optimization of nutrients) among smallholder farmers, through targeted marketing, farmer training and supporting input firms to expand services.</p>		
	<p>2. Improving the supply chain: KMT has (i) partnered with large input suppliers to reach 3,000 agro-dealers and stockists with information; (ii) developed a rural micro-franchising model for agro-dealers; (iii) established strategic alliances between agro-dealers and other suppliers e.g. equipment suppliers, financial institutions etc. for more integrated services; and (iv) established an agro-dealer accreditation system to counter adulteration and counterfeiting of fertilizers at the agro-dealer level.</p>		
	<p>3. Fostering private and public collaboration in improving quality standards and policies: KMT has started to (i) develop a fertilizer code of practice in handling and storage; (ii) establish fertilizer re-packaging standards; and (iii) develop a private sector-led anti-counterfeit system for agrochemicals. Although most of these activities are relatively new and largely in exploration phase, early accomplishments include successfully advocating for the zero-rating of VAT on inputs packaging.</p>		
	Seed sector (primarily delivered by KMT's sub-contractor, Agri-Experience)		
	<p>1. Facilitating the development and adoption of seed policies and regulations: Agri-Experience advocated for policy and regulatory improvements around plant varieties and the release and evaluation of new seeds. Progress in this area was</p>		

	<p>accompanied by an increase in the market share of private sector actors from 27% in 2013 to 34% in 2016².</p> <ol style="list-style-type: none"> 2. Facilitating improved practices in local crop seed companies: A key disruptive innovation supported by Agri-Experience has been the introduction of a seed label system in Kenya, which acts as a tool for farmers to verify seed authenticity and certification status. It is anticipated that this innovation will significantly help reduce the amount of fake seeds on the market. 3. As a result of the DFID budget cut, the seed sector interventions implemented by Agri-Experience will wind up in 2018. There is need for KMT to carefully consider how some of the critical elements of the interventions will be taken/monitored going forward. <p><i>Livestock sector</i></p> <ol style="list-style-type: none"> 1. Primary production: KMT has: <ul style="list-style-type: none"> • Improved distribution of animal health products in Wajir, Turkana, Tana River and Mandera counties by expanding agrovet services through an agency network model. Close to 40,000 pastoralists accessed quality animal health products; • Partnered with Takaful insurance to implement index based livestock insurance through a network of 580 insurance agents across 7 arid and semi-arid lands counties. Consequently, 2,526 policy holders (pastoralists) benefited from the insurance pay out, triggered by the drought situation; and 2. Developed a rangelands bill for uptake by the frontier counties (Mandera, Wajir, Garissa, Isiolo, Marsabit, Tana River, Lamu), which the Frontier Counties Development Council (FCDC) is now championing. 3. Route to market: The programme has partnered with Borana ranch in Laikipia county to develop an innovative business model for fattening livestock. Pastoralists from the surrounding communities sign up their animals into the ranch to gain weight in order to fetch better prices in the market. The revenue raised from the additional weight is shared between the pastoralists and the ranch on an 80:20 ratio. Besides the commercial benefit of this model, there is evidence that it has facilitated rangeland conservation and conflict mitigation as it offers opportunity for the ranch to integrate with the surrounding community, leading to reduced exposure to conflict. 411 community steers worth about £140,000 were sold to markets. 4. End market: KMT has helped improve the efficiency in processing, food safety standards and business growth of privately owned slaughterhouses, such as Neema and Ngare Narok. For example, Neema slaughterhouse has now increased their daily slaughter to an average 2,000 heads of goats from 800 in early 2016. During the year, pastoralists from an estimated 7,680 and 2,465 households accessed Neema and Ngare Narok slaughterhouses respectively. <p><i>Dairy sector</i></p> <ol style="list-style-type: none"> 1. Commercial fodder production: KMT partnered with Rift Valley Hay Growers Association to promote commercial fodder production and establish a stable route to market; and with the Kenya Promotions and Marketing Company to promote hay production in communal and privately owned ranches in Taita Taveta County. 2. Increasing pasteurization within informal milk markets: About 80% of the entire milk market in Kenya is informal. KMT
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	<p>influenced the Kenya Dairy Board (KDB) to work more closely with informal milk traders in order to meet required health and safety standards. Consequently, three informal milk traders invested about £72,000 to meet the required health and safety standards by installing the required pasteurising units.</p> <p>3. Based on available finances and after carefully assessing all sectors against a set of criteria, the Board of KMT made the decision to close KMT's work in the dairy sector in September 2017. This sector contributed between 17-22% of the cumulative aggregate outcome targets of the programme to date.</p>
2017 CAPR	<i>By 2018 CAPR Review team</i>
<i>Public document source:</i>	<i>Annual Review 1 Nov 2017</i>
<i>Finances</i>	<p>VfM: KMT's data suggests that the net additional income generated in its target sectors as a result of DFID's and Gatsby Africa's investment has risen from £1.38 to £3.5 for every £1 invested. An independent assessment conducted during this annual review estimates a ratio of £2.8 for every £1 invested, based on cumulative impact and expenditure to date. This translates into a per household increase in income of £203 for £73 spent.</p> <p>Efficiency: As discussed above, KMT has leveraged additional investment from market actors into sectors. By testing and promoting viable and scalable new models KMT achieves a network/economy of scale effect over time, driving down cost per beneficiary by more than 30% since 2013.</p> <p>Economy: In response to budget cuts, recent redundancies have reduced salary costs by £64,956 per month and a further £97,044 of cost savings have been made. Careful consideration should be given to as to whether cuts in staffing will impede KMT's ability to achieve its strategies for change in sectors.</p> <p>Equity: KMT selects sectors and intervention activities that benefit poor small holder farmers, for example, by influence</p>
<i>Notes:</i>	<p>KMT's results measurement system follows the Donor Committee for Enterprise Development (DCED) standard. The results generation process includes: (i) compilation of intervention-level results from the sector teams using individual sector trackers; (ii) aggregation of results by the M&E team, using a results aggregation tool; and (iii) update of the logframe with aggregated results. DFID and Gatsby Africa monitor progress through quarterly programme management meetings as well as field visits to gather beneficiary feedback.</p>

Conclusions

Very variable performance in this initiative over time and more recently a real downturn due to reducing the funding to this initiative.



Aries No	202596 (IATI Identifier: GB-COH-1858644-202596)
Geographic Focus	Ethiopia
Total DFID Budget	£69,903, 419 (£69,903,424)
Total Spend to date	£36,837,737 (£5,443,189)
Duration	9 th Sept 2012 to 31 March 2020 (20 August 2014 – 19 th March 2019)
Sectors	<p>Sectors groups as a percentage of country budgets according to the Development Assistance Committee's classifications.</p> <p>0 10 20 30 40 50 60 70 80 90 %</p> <p> ■ Formal sector financial intermediaries ■ Agricultural services ■ Agricultural policy and administrative management ■ Livestock ■ Agricultural land resources ■ Agricultural development ■ Research/scientific institutions ■ Business support services and institutions ■ Industrial development ■ Sectors not specified ■ Small and medium-sized enterprises (SME) development ■ Other Sectors </p>
2018 CAPR	
Public document source:	<p>AR (1) May 2017), AR (2) Feb 2014, AR (3) Jan 2015, AR (4) Sept 2015, AR (5) Sept 2016, Log frame April 2018, Summary Business Case May 2013.</p> <p>(No documents on DevTracker and identifier says last updated 14/11/2017)</p>
Summary	<p>The Private Enterprise Programme Ethiopia (PEPE) is a seven-year multi-sector initiative funded by DFID to catalyse economic growth, and enhance the country's ability to respond to climate change. The overarching focus of PEPE is on creating jobs and increasing incomes, with particular emphasis on impact for women and green growth, through interventions aimed at tackling binding constraints to growth around three core pillars:</p> <p>1) Access to finance (increase the availability of financial products, both for saving and lending, for micro, small and medium enterprises through technical assistance and grant funding to micro-finance institutions (MFIs) and banks. Financial institutions serving firms' needs, addressing the "missing middle funding gap" faced by firms currently too small for bank lending, but too big for micro-finance. At present DFID support is delivered through technical assistance via the World Bank's "Women Entrepreneurship Development Project" (WEDP), and through technical support to improving financial sector performance (Finance Group). Both of these components are implemented by a consortium headed by DAI, with the Finance Group included in DAI's Enterprise Partners (EP) component of the programme.);</p> <p>2) Priority industries in key Ethiopian sectors: cotton, textile and apparel (CTA), livestock and leather (LAL) and fruits and vegetables (FAV). Creating growth and exports, and represents employment for 24,000 people in livestock and leather; a figure the government wants to grow to 200,000 by 2020. Fruits and vegetables offer significant opportunity for exports, but also large opportunity for poverty reduction, with 16 million small-holders currently involved in farming of these products. DFID primarily provides technical assistance through the DAI-implemented Agro-Industrial Group, which falls under Enterprise Partners, implementing the M4P approach. By addressing critical constraints and</p>

	<p>by utilizing the available opportunities, this pillar intends to catalyse more investment in Ethiopia, and increase income and create employment,</p> <p>3) flexible funding (Complementing and contributing to these pillars is a flexible programme management pillar. This covers programme development and management, monitoring and evaluation (independently managed by a separate TSP - a consortium headed by Palladium), and research and contribution to a private sector multi-donor initiative implemented by IFC).</p> <p>AR2016</p> <p>PEPE has four components:</p> <ol style="list-style-type: none"> 1. Enterprise Partners (EP) is a programme implemented by DAI to tackle key constraints in the agro-industrial and financial sectors in Ethiopia. EP follows the making markets work for the poor (M4P) approach, aiming to transform the systems within which poor people live and work. EP aims to tackle binding constraints to growth through the Agro-Industrial Group and the Finance Group: <p>Agro-Industrial Group: EP aims to catalyse productivity improvements and investment in key Ethiopian sectors: cotton, textile and apparel (CTA), livestock and leather (LAL) and fruits and vegetables (FAV). There is potential to benefit smallholder cotton farmers by increasing the quality and volume of their production in order to supply new garments factories. The garments industry has great potential for creating growth and exports. FAV offers significant opportunity for exports, alongside poverty reduction, with 16 million smallholders currently involved in FAV farming. Leather is currently the top manufacturing export product in Ethiopia, and has potential to expand; Ethiopia has 3% of the world livestock population, but just 1.5% of raw hides and skins supply.</p> <p>Finance Group: EP aims to increase access to finance for three main groups. Firstly, it targets the base of the pyramid, working with public and private enterprises to improve financial services for the poor. Secondly, it targets medium and small enterprises (SMEs) through technical assistance and loan funding to micro-finance institutions (MFIs), leasing companies and banks. As part of this component, WEDP has supported MFIs and the Development Bank of Ethiopia (DBE) to manage a fund of \$45.9 million provided by the World Bank for lending to women-owned SMEs through MFIs. The envisioned result was that the MFIs would be in a better position to provide financial services to women owned SMEs, and therefore address the “missing middle funding gap” - whereby SMEs that are too small for bank lending, but too big for micro-finance, are unable to access finance. Thirdly, EP targets large enterprises through interventions in the equity market, improving the ability of large enterprises to access investment and grow their business.</p> 2. Ethiopia Competitiveness Facility (ECF) is a challenge fund managed by the Government of Ethiopia, aimed at improving the competitiveness of the private sector through the provision of matched grants to enable firms to access business development services. 3. IFC implemented Multi-Donor Initiative (MDI) implements the Ethiopia Investment Climate Programme (EICP) which aims to improve the business environment in Ethiopia. IFC’s approach combines analysis-led diagnostics with in-country local expertise and global expertise, working closely with government. DFID is a donor to the EICP through PEPE².
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	<p>4. Flexible funding: Complementing and contributing to these pillars is a flexible programme management pillar. This covers programme development and management and monitoring and evaluation (independently managed by a separate technical service provider - a consortium headed by Palladium).</p> <p>AR2015</p> <p>May 2017 Update</p> <p>In terms of overall programme needed to simplify and better align the results targets with the programme logic, improved coordination between PEPE components and strengthened value for money (VFM) analysis (e.g. declining cost per job created over time).</p> <p>The review team found that VFM analysis could be further strengthened among implementers. EP has made good progress by using VFM data in their quarterly sectoral review (QSR) meetings and other decision making processes.</p> <p>In terms of green growth³, Green growth is now better embedded within the EP processes and there is a stronger voice for environmental experts within the decision making process. Some further clarity on environmental risk mitigation, for firms that EP is working with would be helpful to ensure reputational risks. Green growth is not explicitly promoted through ECF nor IFC though it should be. PEPE is in compliance with the International Development (Gender Equality) Act 2014, with good progress against overarching impact targets contributing to women's economic empowerment.</p> <ol style="list-style-type: none"> 1. The review found that EP's women's economic empowerment (WEE) is influencing its portfolio. Several of the new interventions benefited from this analysis. But the WEE framework needs to be implemented throughout the project cycle, beyond the design stage of intervention, into implementation and monitoring and evaluation (M&E). 2. IFC made limited efforts to integrate WEE in its work to date, though this is somewhat addressed in the second phase proposal, including reports of diagnosis of gender related investment climate constraints, a public private dialogue forum for women owned businesses, etc. 3. The ECF's due diligence around WEE is based on a self-disclosure form and a field visit among clients but little active engagement with firms or beneficiaries on the issue, though sex disaggregated data are reported wherever possible. <p>Enterprise partners have developed a coherent and credible green growth strategy so that firms are deterred from and/or held accountable for any damage that they cause to the environment, including pollution/green house gas (GHG) emissions/effects on watershed management etc.</p> <p>The finance group targets the base of the pyramid, working with public and private enterprises to improve financial services for the poor focussed on developing digital financial services. Also targets medium and small enterprises to address the "missing middle funding gap" faced by firms currently too small for bank lending, but too big for micro-finance. It does so by providing technical assistance to micro-finance institutions and other financial institutions. As part of this, the 'Women Entrepreneurship Development Programme' has supported MFIs and the</p>
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	<p>Development Bank of Ethiopia to manage a fund of \$45.9 million provided by the World Bank for lending to women-owned SMEs through MFIs. A further phase of WEDP is being supported by JICA and IDC, which will extend the credit line by \$66.9m. A new SME Finance Project (SMEFP) which will follow a similar model to WEDP, with a value of \$276m, also launched in 2017.</p> <p>Thirdly, EP targets large enterprises through interventions in the equity market, improving the ability of large enterprises to access investment and grow their business alongside supporting investment promotion to attract large foreign direct investment into Ethiopia.</p>
	<p>AR 2016</p> <p>The programme has struggled with defining and reporting against logframe indicators, particularly at the outcome and impact levels. As a result of the lack of clarity around the current definitions and the requirement for annual outcome and impact reporting, the programme reported a variety of outcome and impact level results using various projections and calculations to demonstrate and report against achievements. PEPE is beginning to achieve changes at the outcome and impact level of the TOC as a result of their work.</p> <ul style="list-style-type: none"> • Target of 6,000 cumulative formal jobs created in priority and non-priority sectors by the end of this reporting period, the annual review team assessed that the programme had created 4,905 cumulative formal jobs since the beginning of the programme – 63% of these from WEDP, and the remainder from ECF and AIG. • Similarly, the programme's target was to enhance the incomes of 3,000 people in the priority sectors, the annual review team estimates that it achieved increased incomes for 1,163 people, the majority of which coming from CTA interventions. (It should also be noted that these figures do not account for benefits to approximately 600 people employed following PEPE interventions within CTA). Whilst these jobs would have been created regardless of PEPE's involvement, through training and sourcing, these people were employed in formal jobs and are experiencing lower absenteeism and turnover. On this basis, these people's incomes are likely to have enhanced as a result of entering formal employment earlier, and receiving a regular and predictable income. • The programme achieved attributable investment in priority sectors of £2.4 million against a target of £7 million, as estimated by the review team. It should also be noted that ECF is likely to have leveraged significant investment, though figures have yet to be verified. The review team recognises the limitations of the current definition of investment, which is not an effective proxy for measuring change at this level of the TOC: improved performance among firms in the priority sectors. Whilst the principle of the investment target should be retained, given measurement challenges, an acceptable proxy should be considered to track progress at this level, such as firm-level sales and export data. • Against a target of creating access to financial services for 20,000 people, the programme delivered access to 19,481 people, through WEDP. <p>While during the last annual review nearly all of the outcome and impact results came from a single programme (EP-WEDP), during this review period PEPE reported impact and outcome-level results from over two thirds of its current portfolio of interventions. These results are primarily driven by PEPE's work in the CTA sector, where EP's support to cotton</p>

	<p>seed multiplication in Ethiopia is leading to demonstrable changes within commercial farms and linked businesses.</p> <p>PEPE’s logframe has strong overarching targets for achieving WEE and green growth, yet results are limited to date. Whilst EP has developed a green growth framework for assessing its interventions from a climate and environment perspective, it needs to strengthen its approach to green growth. It will be critical for EP’s green growth strategy to clarify what it is trying to achieve in the context of industrialisation, to focus its interventions accordingly, and to ensure that the right expertise are in place to deliver this. Similarly, despite the absence of a WEE strategy, EP has conducted a study looking at the wider social impacts of employment creation in industrial parks. It will be critical for the team to develop a WEE strategy and to build on these foundations with interventions that address gender dimensions of the critical constraints. For example, addressing the issues identified in the study on women workers’ constraints in Industrial Parks will help to address broader labour supply constraints.</p> <p>Though PEPE has made progress towards achieving its outcome and impact targets this year, the review team has some concerns with PEPE’s ability to meet its outcome and impact targets by the end of the programme looking at its current trajectory, reflected in the Major Risk rating assigned to the programme this year.</p>																				
	<p>(i) imperfect definitions of indicators, particularly at the outcome and impact levels, and (ii) measurement challenges associated with these indicators, particularly at outcome and impact levels (where there are currently limited results to report), and the attribution of results to interventions.</p> <p>These challenges with the logframe measurement and reporting seem to have pushed the MRM function beyond its capabilities, reducing the overall confidence in reported results. This has taken away from the MRM team focusing on programme monitoring at the lower levels of the logframe, where it is most important at this stage of PEPE’s life cycle and detracting from MRM data being used as effectively as possible to inform programme adaptation and scale up. Some promising new initiatives such as peer reviews and portfolio reviews have been introduced to improve this function which is a welcome addition, but more is needed to drive a ‘culture of data use’ within PEPE.</p>																				
2017 CAPR	By 2018 CAPR Review team																				
Public document source:	Annual Review (2) dated 30 Nov 2016																				
Finances	<p>An Export of the Budget shows that allocations are made for years17/18 of</p> <table><tr><th>Activity Description</th><th>Activity ID</th><th>Date</th><th>Value</th></tr><tr><td>FID Support to Safer Cities in Hawassa</td><td>GB-1-202596-113</td><td>25 Sep 2018</td><td>£269,803</td></tr><tr><td>Small and Medium Size Enterprises Impact Evaluation</td><td>GB-1-202596-112</td><td>24 Apr 2018</td><td>£1,030,000</td></tr><tr><td>Better Work/Vision Zero Fund Programme Ethiopia</td><td>GB-1-202596-111</td><td>03 Apr 2018</td><td>£1,420,000</td></tr><tr><td>Private Enterprise Programme Ethiopia Coordination</td><td>GB-1-202596-110</td><td>27 Dec 2017</td><td>£13,037</td></tr></table>	Activity Description	Activity ID	Date	Value	FID Support to Safer Cities in Hawassa	GB-1-202596-113	25 Sep 2018	£269,803	Small and Medium Size Enterprises Impact Evaluation	GB-1-202596-112	24 Apr 2018	£1,030,000	Better Work/Vision Zero Fund Programme Ethiopia	GB-1-202596-111	03 Apr 2018	£1,420,000	Private Enterprise Programme Ethiopia Coordination	GB-1-202596-110	27 Dec 2017	£13,037
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	<p>Ethiopia Competitiveness Fund provides matching grants to exporting firms and institutions supporting exports (such as certification bodies) to improve their competitiveness and enhance exports</p> <p>Support to World Bank programmes: Women's economic development, financial sector design and multi-donor trust fund for private sector development</p> <p>IFC implemented Multi-Donor Fund to support the Ethiopia Investment Climate Programme (EICP) which aims to improve the business environment in Ethiopia.</p> <p>Finance strategy support under Private Enterprise Programme for Ethiopia</p> <p>Frontline delivery payments</p> <p>Technical service provision for microfinance, banking, equity and programming in the horticulture, leather and cotton industries including monitoring and evaluation</p> <p>Research and Monitoring & Evaluation</p> <p>Design and Appraisal for Private Enterprise Programme for Ethiopia</p>	<p>GB-1-202596-107</p> <p>GB-1-202596-104</p> <p>GB-1-202596-109</p> <p>GB-1-202596-102</p> <p>GB-1-202596-103</p> <p>GB-1-202596-105</p> <p>GB-1-202596-108</p> <p>GB-1-202596-101</p>	<p>07 Dec 2013</p> <p>07 Sep 2013</p> <p>07 Sep 2013</p> <p>07 Sep 2013</p> <p>01 Sep 2013</p> <p>02 Apr 2013</p> <p>01 Apr 2013</p> <p>07 Sep 2012</p>	<p>£4,000,000</p> <p>£724,690</p> <p>£1,073,474</p> <p>£64,059</p> <p>£66,495</p> <p>£58,431,396</p> <p>£2,610,486</p> <p>£209,987</p>
Notes:	<p>The 2017 CAPR appears to assume that the <u>entire</u> budget for PEPE project in Ethiopia is for Access to finance aspects of business development but actually there are four components of the project and each is quite distinct.</p>			

Conclusions

This programme did not start especially well and has two entries on DevTracker which say slightly different things. Most project documents are in one of the dev tracker folders. This project doesn't receive much attention except that the

assumption is made that it is a programme seeking to increase access to finance for businesses. The most successful aspect of the programme has some encouraging statistics around women's access to finance and the programme in question has a good WEE strategy and follows this. There are a number of other programmes in Ethiopia that would support this one. There are significant issues with the collection of robust data and metrics and although a new logframe was included it was developed quite late in the day and was ready in April 2018. It doesn't feature much in the CAPR document of last year.

Annex 5 – Questionnaire used for Qualitative Analysis

This annex contains the full draft questionnaire which the CAPR team propose to use for the Qualitative Analysis Phase.

Interview structure and scope

The team will conduct qualitative semi structured interviews with interviews of lead advisers including those leading Agriculture in country offices and head office departments with commercial agriculture programming (PSD, ARD, R&E division).

Semi Structured Guide will lead with some clarification questions, will focus most intensively on Jobs and Private Sector metrics and will address questions on WEE, CSA and SHFs for the purposes of triangulation of information provided by the portfolio review.

Categories and Topics	Individual Questions	Notes for probing	Objectives
General	1. What is the total DFID budgetary commitment in this programme/project and what proportion of that is specifically for CA?		
	2. What are the key approaches to creating change/impacts in the CA programme?	Probe for agribusiness investment, market systems development, VCD, policy support, infrastructural improvements, cash transfers etc.	
Jobs	3. DFID seeks to sustain jobs and rural livelihoods and promote decent work for all. What are the approaches to job creation that are most applicable to this intervention?	Categories to probe for include formal jobs, self-employed farming and wage labour sustained in supply chains and the wider community	Identify how DFID define jobs currently and what are the key programming approaches to achieve this? What is the variation in definitions of jobs?
	4. How does DFID define jobs currently?		How are these definitions constructed?
	5. How does DFID set targets for those jobs?		How are targets set?
	6. How sustained are these jobs in current supply chains?		How sustained are these jobs in the current programme?

	<p>7. What are the key metrics that are used to capture the information on job creation?</p> <ul style="list-style-type: none"> • Employment numbers • Wages • Typology and employee skill levels • Labour impact indicators • Social impact indicators • Environmental indicators • Development impact indicators 		Establishing whether jobs and decent work are included in a range of metrics or whether the measurement of jobs is placed in the hand of those who are implementors alone?
	<p>8. How does DFID assess 'decent work'? E.g. What are the standards that are used for labour</p> <p>9. How are these standards applied or monitored currently by the programme?</p>	Probe for working conditions, income levels, predictability of employment, equity and equality in gender relations.	<p>What are the working conditions, and expectations about sustainability of employment among beneficiaries at present?</p> <p>How are labour standards and decent work defined?</p>
	10. Who benefits mostly from this work?		Who is benefitting from DFID's CA related work?
	11. What levels of equity of access do you perceive there are to sustained jobs, or improved livelihoods in initiative x?	How income distribution, gender, disability, age and geography of beneficiaries is currently measured.	<p>Are there disadvantaged groups and find it difficult to be included, which ones and how?</p> <p>Quantifying the impact of current approaches used by DFID.</p>
	12. Are you aware of other approaches that other donors or implementers are using?		What are common approaches being used by others?
	13. What are your perspectives or opinions on the pros and cons of those?		What is their relative value for money and what are the gaps in DFID's current suite of approaches compared to others?
	14. Are policy processes that promote employment present in the employing institutions?	<p>Probe further</p> <p>Are there good living standards being promoted?</p> <p>Is there development and enhancement of social protection, social security, labour protection and are these adapted to national circumstances?</p>	Are the companies, SMEs and agribusinesses who are creating employment striving to create environments in which individuals can update and increase their skills and capabilities

	15. What measures are taken to ensure working conditions are safe?	(including working hours, wages, earnings, social security measures, sick pay etc.,)	Are there mechanisms to ensure that workers are safe and have opportunities to protect their employment and incomes
	16. Are there principles that are encouraged to safeguard, respect and promote fundamental principles and rights at work?	Consensus building on policies, impact on decent work strategies, enforcement or enactment of labour laws and respect of employment relationship, good industrial relations and effective labour inspection systems.	What mechanisms to safeguard the rights of employment and uphold good and constructive employment relationship and ensuring some enforcement of standards locally.
			Quantifying the impact of alternative approaches in line with DFID policy.
			Propose alternative approaches to sustaining jobs and livelihoods and decent work in ag that have been proved effective elsewhere.
Private Sector Data (Monitoring)	What data are companies and investors receiving DFID funds report in terms of both commercial results and development impacts?	<ul style="list-style-type: none"> How does this differ between private enterprises (smallholder livelihoods), agribusinesses (output and productivity) and financial institutions (creditworthiness)? What is the sense among these institutions of the value to collecting this information and are there clear methodologies followed in collecting it? How are they using this data in their businesses? What is the perceived quality of this data? Are resources (time and money) devoted to collecting smallholder data if not why not? Shed light on the costs to the business if any can be provided over and above operating costs. Are these businesses employing electronic tools for paying their supply chains, or receipting etc? In what way and what packages could be utilised for collecting monitoring data? Are companies and investors tracking poverty 	<p>What kinds of developmental impact data is being reported by private sector and investors.</p> <p>What is the cost of this data collection to these businesses given its not perceived to be central to primary objectives.</p> <p>How central do they see this data collection based on their interests in terms of value</p> <p>What is the quality of the data and do they have dedicated resources to collect it</p> <p>What do they perceive they need to be able to do this?</p>

		data in the context in which they are operating?	
	2. What approaches are companies using to gather and validate monitoring information required by DFID.	<ul style="list-style-type: none"> What are the challenges and benefits of these approaches? Establish the number of companies or investors that are reporting private sector metrics within the subset of programmes that have been purposively selected to interrogate this in greater depth. Some of these programmes involve portfolios of companies and agribusinesses, in others there are a much smaller number of companies involved 	Examples of different approaches that companies are using to gather and validate the monitoring information required by DFID.
	3. What are other organisations such as the Businesses Sustainable Development Commission's SDG index asking for?	Are there other indices that DFID teams are aware of that are doing similar things? Which ones?	What additional data reporting are companies being asked to report on by other bodies?
	4. Which and how many of these companies are being asked to report this information?		
	5. What kinds of data are DFID supporting companies collecting that could be shared to meet DFID's accountability to the UK Aid Strategy and DFID SDF (reducing poverty).	In the same country, in different countries, by different donors or private sector investors?	What could be shared with DFID that is currently not being shared that may be of value?
	5. What other approaches are being used by similar initiatives for which evidence of application is available?	<ul style="list-style-type: none"> Document any approaches that companies and investors are using to collect and validate monitoring data required by DFID and the challenges and benefits of these methodological approaches. Whether they are employing common approaches such as DCED Standards, ESG indices (commonly employed in private equity portfolios) and or IRIS indicators (employed in impact investing funds) 	<p>Create an awareness of different approaches that others are using may be of value to DFID and its partners to improve efficiency and effectiveness of data gathering on its commercial</p> <p>Identify recommendations for other data and approaches that DFID and its partners may use to improve the efficiency and effectiveness of the data gathering on its commercial agriculture projects. ag projects.</p>
SHFs	1. How are the beneficiaries of the project defined?	SHFs, women, youth, farmers, households	Triangulation on what we understood from the portfolio review
	2. What are the key metrics for outputs?	Productivity gains Income Improved climate resilience Improved market access, finance or inputs	How has the project defined beneficiaries, and what specific improvements expected from those beneficiaries.

		Received benefits	
WEE	<p>1. Has gender analysis been included in the project from the outset?</p> <p>2. What kinds of specific gender outcomes if any are pursued within the indicators and logframe of this project?</p> <p>3. Is this data on beneficiaries disaggregated by sex during the baseline and during implementation of the programme?</p> <p>4. Does the programme have a gender strategy</p> <p>5. Are there clear targets set for women's participation, access, agency and transformation (is differentiation made at all?)</p> <p>6. Is there a gender specialist within the programme</p> <p>7. Are project partners committed to WEE principles</p> <p>8. Are any specific studies with a gender focus being undertaken or have already been undertaken?</p> <p>9. Are these studies shared?</p>	<p>Inclusion Access Agency Transformation</p> <p>May need to share definitions to be clear with respondent.</p>	<p>To what extent have principles of WEE been applied, at the onset, during the project, simply in terms of disaggregating data by sex?</p> <p>Are the different categories clear to the informant?</p>
CSA	<p>What ICF KPIs are included in this project/programme if any?</p>	<p>Climate resilience, climate proofing, weather forecasting, water harvesting, climate smart agricultural practices</p> <p>What are the specific categories or types of those changes expected in the context of this programme?</p>	<p>To what extent are CSA or environmental metrics been included.</p>

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