

1. Overview

Program	Malawi Oilseeds Sector Transformation (MOST)	
Audit visit dates	10 July – 12 July 2017	
Overall final ratings ¹	MUST	582/600=97%
	RECOMMENDED	227/245=93%
Coverage	Soy sector.	
	Excluded are Cotton, Groundnut, Sunflower, Sesame, A2F (Output 1) and Output 2 (Increase awareness).	
	All control points were checked.	
DCED Standard	Version VIII, April 2017	

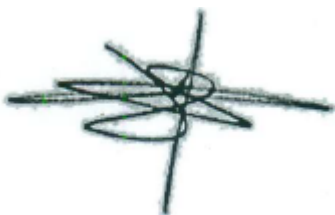
Signed:



Corin Mitchell

Date / place 22.08.17 LONDON

Auditor:



Hans Posthumus

Date / place 22 Aug 2017,
Boekel, The Netherlands

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

Table of Contents

1. Overview	1
2. Summary of the Programme and Results Measurement System	3
3. Summary of the Audit Process.....	4
4. Summary of findings	5
5. Summary of Key Areas for Improvement	10
Annexes.....	11

Acronyms

ASI	Adam Smith International
DCED	Donor Committee for Enterprise Development
DFID	Department for International Development
GESI	Gender Equality and Social Inclusion
IA	Impact Assessment
IMP	Intervention Management Plan
MK	Malawi Kwacha (currency)
MOST	Malawi Oilseeds Sector Transformation
MRM	Monitoring and Results Measurement
RC	Results chain

2. Summary of the Programme and Results Measurement System

2.1 Summary of MOST

The Malawi Oilseed Sector Transformation (MOST) is a four-year programme, funded by the UK's Department for International Development (DFID), that aims to reduce poverty through facilitating changes in the cotton, groundnut, soybean and sunflower markets through the use of a market systems approach. MOST seeks to have a widespread and sustained impact by supporting changes in the market system that fundamentally alter the way business is done in these four oilseed markets to ensure greater inclusion and benefits for the poor. MOST aims to increase the incomes of at least 58,500 poor smallholder producers and entrepreneurs, at least 50% of whom should be women.²

The present programme portfolio (output 1) includes the Soybean (3 interventions), Groundnuts (2 interventions), Cotton (4 interventions) and Sunflower Sectors (1 intervention). The program also aims to increase awareness and understanding of the market systems approach among national and international stakeholders (output 2).

The programme is managed by Adam Smith International (ASI). The Team Leader and Technical Director lead a team comprising of five Intervention Managers, supported by one Monitoring and Results Measurement Manager who is seconded by one Results Management Officer, and one Finance and Operations Manager who is seconded by an Administrative Assistant.

2.2 Key features of the results measurement system

MOST aimed to comply with the DCED Standard for Results Measurement from the start of the programme (2014). The Monitoring and Results Measurement system was set up with support of technical experts in 2015 and in 2016 another expert undertook a pre-audit review.

Intervention Management Plans (IMP) are developed for each intervention. These include: cover page (summary), story (key features), results chains, measurement plan, projections, detailed impact calculation sheets, observations and logbook. Impact data are aggregated and reported annually.

MOST's strategy includes Gender Equality and Social Inclusion (GESI) in a cross-cutting manner to facilitate gender responsiveness across its interventions. There are also specific gender assessments to provide insights for improving the gender responsiveness of interventions. Impact, outcome and output data are gender disaggregated.

MOST aims to achieve sustainable market system changes. Its MRM system includes tools to assess changes at market level and at target beneficiary level. For the first, it applies the AAER-matrix³, the latter has not been assessed because systemic change has not occurred yet.

2.3 Evolution of the results measurement system

The MRM system was developed with some assistance of consultants at the start of the project. The present RM manager and officer have been employed since early 2015. Most of the intervention

² MOST Annual Results Report March 2016

³ Adopt-Adapt-Expand-Respond Matrix

managers have been employed since the start of the project and have been trained and coached to perform their MRM tasks. The Team Leader and Technical Director have driven the process to use results for management decisions. The MRM system was further fine-tuned and developed during 2015 and 2016, and in mid-2016 an external consultant undertook a pre-audit review, recommending a formal audit.

3. Summary of the Audit Process

MOST was audited under Version 8, published in April 2017. Although MOST addresses more sectors, this audit only covers the soy sector as it is where the majority of impact is reported⁴. In the soy sector, there are three interventions ongoing (others are halted or closed). Therefore, all three interventions are included in the sample.

Table 1: Selected interventions

Sector	Code	Intervention name	Total Budget	Start date	Expected end date	Intervention status
Soy	SY 04	New inoculants production and distribution piloted and scaled up	£82,942	April, 2014	Aug 2017	Active, IA completed
Soy	SY 07	Seed stocking and distribution improvements piloted and scaled up	£61,238	Nov, 2015	Aug 2017	Active, IA completed
Soy	SY 08	Alternative Financing for Improved Access to Inputs	£61,260	Nov, 2015	Aug 2017	Active

⁴ The aggregation sheet reports 78% in terms of NAIC and 57% in terms of outreach are from the soy sector

4. Summary of findings

MOST scored 97% (582 out of a possible 600 points) for 'must' compliance criteria and 93% (227 out of possible 245 points) for 'recommended' compliance criteria.

The maximum 'must' and 'recommended' scores have been adjusted to exclude the compliance criteria that were not scored. These compliance criteria are related to assessing and reporting systemic changes. The program has sound plans to assess systemic changes, yet the interventions haven't yet led to systemic changes. Therefore these changes are not yet assessed and not yet reported. The control points that were not scored are thus 4.2.6, 4.2.7, 6.3.1 and 6.3.2 .

Table 1 summarizes the scores for each section of the DCED Standard. Detailed scores are outlined in Annex 1.

Table 2: Score by DCED Standard Section (disaggregated as mandatory and recommended compliance criteria)

		Total maximum	Total actual	%
Section 1: Articulating the results chain	Must	80	78	98%
	Rec	15	10	67%
Section 2: Defining indicators and other information needs	Must	80	79	99%
	Rec	50	49	98%
Section 3: Measuring attributable change	Must	205	200	98%
	Rec	80	75	94%
Section 4: Measuring systemic change	Must	-	-	-
	Rec	60	58	96%
Section 5: Tracking costs and impact	Must	55	50	91%
	Rec	20	20	100%
Section 6: Reporting results and costs	Must	50	50	100%
	Rec	20	15	75%
Section 7: Managing the results measurement system	Must	130	125	96%
	Rec	-	-	-
Totals	Must	600	582	97%
	Recommended	245	227	93%

The following sub-sections outline the scores for each control point and summarize the findings according to the strengths and weaknesses of each section. More detailed findings for each sector are outlined in **Annex 2**.

4.1 Section 1: Articulating the results chain

Table 3: Score: Articulating the results chain

No.	Control points	Must/ Rec	Std max. score	Actual score
1.1	An appropriate, sufficiently detailed and logical results chain(s) is articulated explicitly for each intervention.	M	20	19
1.2	Each intervention results chain is supported by adequate research and analysis	M	15	14
1.3	Mid and senior level programme staff are familiar with the results chain(s) and use them to guide their activities.	M	25	25
1.4	The intervention results chain(s) are regularly reviewed to reflect changes in the programme strategy, external players and the programme circumstances.	M	20	20
1.5	Each intervention results chain is supported by adequate research and analysis on gender.	R	5	2
1.6	Each results chain is supported by research and analysis that considers the risk of displacement.	R	10	8

Strengths	Weaknesses
There are intervention results chains for each intervention. They are mostly logical and sufficiently detailed. They are supported by adequate research. External assumptions are identified at the sector level. Gender is considered at sector level. Results chains are regularly reviewed.	Not all results chains are fully logical and they sometimes lack some detail. Specific critical assumptions at the intervention level are not always documented. Initially, gender has been insufficiently considered at the design stage of the interventions. The risk of displacement at the target beneficiaries level is not correctly considered and documented.

4.2 Section 2: Defining indicators of change and other information needs

Table 4: Score: defining indicators of change and other needs

No.	Control points	Must/ Rec	Std max. score	Actual score
2.1	There is at least one relevant indicator associated with each change described in the results chain(s).	M	10	10

2.2	Qualitative information on how and why changes are occurring is defined for each intervention.	30	30	30
2.3	A small number of indicators at the impact level can be aggregated across the programme.	M	20	20
2.4	There are specific indicators that enable the assessment of sustainability of results.	M	10	9
2.5	Mid and senior level programme staff understand the indicators and how they illustrate programme progress.	M	10	10
2.6	There are specific indicators that enable the assessment of gender-differentiated results.	R	15	15
2.7	Anticipated impacts are realistically projected for key quantitative indicators to appropriate dates.	R	35	34

Strengths	Weaknesses
Specific and relevant indicators are defined to assess changes, including changes at the impact level. Behavioural changes are thoroughly assessed in practice. Indicators to assess the likelihood for sustainability are defined for business partners. Indicators to assess gender-differentiated results are defined. Staff understands and uses the indicators to assess progress. There are detailed projections up to impact level for two years after the intervention's ending and these are reviewed regularly.	Sometimes indicators are missing or are not appropriate. Qualitative indicators to assess behavioural changes are not always included in the measurement plans. Indicators to assess the likelihood of sustainability are not documented although they are assessed in practice. In the projections, sources are not always properly documented, and some projections have a mistake in the calculation.

4.3 Section 3: Measuring attributable change

Table 5: Score: Measuring attributable change

No.	Control points	Must/ Rec	Std max. score	Actual score
3.1	Baseline information on all key indicators is collected.	M	60	60
3.2	Monitoring information on all key indicators is collected.	M	60	59
3.3	Impact assessment is conducted to assess attributable changes in all key indicators in the results chains using methods that conform to established good practice.	M	60	56
3.4	The programme implements processes to use information from monitoring and results measurement in management	M	25	25

	of interventions and decision making.			
3.5	The programme has a system for assessing and understanding differentiated results by gender.	R	60	60
3.6	The programme monitors to identify unintended effects.	R	20	15

Strengths	Weaknesses
There are plans to collect baseline information, and data is collected using good research practices for market and target beneficiary level. Plans to collect monitoring information exist and information is obtained appropriately, taking into account attribution. Plans to assess impact on target beneficiaries are executed taking into account attribution and using good research practices. Gender differentiated results are assessed. The system to use information from monitoring and assessing impact is used to manage the interventions.	Plans are not always updated, and they often don't include plans to assess changes at market level, although these are assessed in practice. Plans to assess sustainability at intermediate supplier level are not always documented but sustainability is assessed in practice. There are some mistakes in some impact assessments. There is no system to collect and assess unintended effects.

4.4 Section 4: Capturing wider changes in the system or market

Table 6: Score: capturing wider changes in the system or market

No.	Control points	Must/ Rec	Std max. score	Actual score
4.1	The programme has an overall plan for assessing systemic changes at programme level.	R	10	10
4.2	Systemic changes are assessed at market systems level and beneficiary level using appropriate methods. ⁵	R	50	48

Strengths	Weaknesses
The programme has an overall plan for assessing systemic changes. There are plans to assess systemic change at market level and target beneficiary level for each intervention.	For one intervention, the plan to assess whether farmers are copying practices is not included in the measurement plan.

⁵ The program has developed plans to assess systemic change, yet the expected systemic change has not yet occurred

4.5 Section 5: Tracking costs and impact

Table 7: Score: Tracking costs and impact

No.	Control points	Must/ Rec	Std max. score	Actual score
5.1	Costs are tracked annually and cumulatively.	M	20	20
5.2	Programme-wide impact is clearly and appropriate aggregated	M	35	30
5.3	Costs are allocated by major component of the programme.	R	20	20

Strengths	Weaknesses
The program tracks in-country costs annually and cumulative. The program aggregates impact indicators annually taking into account overlaps. An annual report that describes results is produced.	Potential overlaps between sectors in terms of impact resulting from interventions in several sectors, are not sufficiently analyzed.

4.6 Section 6: Reporting costs and results

Table 8: Score: Reporting costs and results

No.	Control points	Must/ Rec	Std max. score	Actual score
6.1	The programme produces a report at least annually which describes results to date.	M	50	50
6.2	Results of gender impact are reported.	R	10	10
6.3	Results of systemic change are reported.	R	N/A	N/A
6.4	Results are published.	R	10	5

Strengths	Weaknesses
An annual report that describes the results is produced and published. This report provides information on progress, assessed changes including gender, the reasons for those changes and the partners contributing to those changes.	The published annual report does not include the costs.

4.7 Section 7: Managing the system for results measurement

Table 9: Score: Managing the system for results measurement

No.	Control points	Must/ Recommended	Std max. score	Actual score
7.1	The programme has a clear system for using information from the results measurement system in management and decision-making.	M	30	30
7.2	Sufficient human and financial resources support the system.	M	50	49
7.3	The system is well managed and integrated with programme management.	M	50	46

Strengths	Weaknesses
The system provides information that is used to make management decisions. The system is well integrated and the quality is sufficiently ensured in practice. The system is supported by sufficient and skilled human resources. Roles and responsibilities are defined, and integrated in human resource management. Staff have access to guidance and financial resources are provided.	Formal roles and responsibilities as described in the manual are not reflecting the practice in place. Quality assurance does not cover each MRM task. Results measurement is not formally included in the staff appraisal forms.

5. Summary of Key Areas for Improvement

There are no key areas that need to be addressed, as evidenced by the relative high scores for each control point. Outlined below are some aspects to further improve the existing system.

1. Ensure that all results chains are sufficiently detailed and include all market actors.
2. Ensure that critical external assumptions are specified for each intervention.
3. Ensure that displacement is properly defined, assessed and documented.
4. Ensure that qualitative indicators for each behavioural change as well as indicators to assess the likelihood of sustainability are defined for each market actor.
5. Ensure that projections include references to sources.
6. Ensure that measurement plans include plans to assess all behavioural changes and indicators to assess the likelihood of sustainability.
7. Ensure that the system enables staff to collect unintended effects.
8. Ensure that the potential overlap between sectors is analyzed sufficiently.
9. Ensure that program costs are included in the (published) annual report.
10. Ensure that the roles and responsibility matrix is updated and include quality assurance responsibilities, and include MRM tasks in the performance appraisal forms.

Annexes

(Separate document)

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