

Annex 9: Market Systems and Stakeholder Analysis report

Source: MarketMakers, HELVETAS Swiss Intercooperation & Posao, 2014

1. Relevance of Sector for Disadvantaged Groups

In 1 page explain how your sector is relevant to creating jobs for young people from disadvantaged groups as appropriate for region. Please refer to the definition and analysis of disadvantaged groups in the paper on Gender and Social Equity provided by Market Makers.

2. Market Systems and Constraints

This section describes the structure and constraints of the core market system (i.e. the sector you have chosen) and main interconnected market systems.

1.1 Structure of Core Market Systems

In this section you should briefly analyze how the market system works. Value chain analysis and mapping can be a useful tool. This section should be about 1 page.

1.2 Key Market Functions and Rules

The key functions of the market system are described and analyzed in this section. One of the most common tools used for this is a “donut diagram”, which is a good way to visualize how a market works. When conducting this analysis it is important to be open minded and remember to include functions that are needed but do not yet exist and both formal rules (i.e. regulations) and informal rules (i.e. traditions, social norms, etc.)

In order to properly consider gender (or GSE), please answer the following questions in your analysis:

(Insert 2-3 questions from the appropriate section of WEE or your GSE strategy here. Select the questions based on what you think is most relevant under the circumstance of your sector)

This section should be about 3 pages, including at least half of a page identifying which functions and rules tend to exclude or constrain the participation of women and socially excluded groups and half a page discussing the main governance related constraints

1.3 Dynamics and Performance of Core Market System

This section examines the main constraints to the market system- which 4-6 of the functions and rules don't work or cause problems for the market's performance. Here we are describing why the market system isn't creating jobs for youth in general and for women and socially excluded groups in particular. We also examine how governance issues constrain the performance of the market system, making sure to consider informal rules and value chain governance where appropriate.

In order to properly consider gender (or GSE), please answer the following questions in your analysis:

(Insert 2-3 questions from the appropriate section of WEE or your GSE strategy here. Select the questions based on what you think is most relevant under the circumstance of your sector)

Maximum of 3 pages, with at least half a page discussing gender or GSE and one page discussing rules and governance.

1.4 Main Interconnected Markets

This section looks at the most important interconnected market systems. The easiest way to think about this is that we analyze 4-5 functions or rules that we decided are problematic in section 2.3 in the same way that we did for the core market but in a bit less detail. Gender or GSE and rules/governance should both be dealt with in the same way as above.

In order to properly consider gender (or GSE), please answer the following questions in your analysis:

(Insert 2-3 questions from the appropriate section of WEE or your GSE strategy here. Select the questions based on what you think is most relevant under the circumstance of your sector)

This is one of the longer sections, maximum about 5 pages

3. Stakeholders and Their Interests

This section examines key market players and stakeholders with a focus on the function they fulfill and their interest (or incentives) to improve how the market system functions.

3.1 Market Players and Stakeholders

This section defines the most important actors participating in the market system, both those that perform a function and those involved in setting rules. To complete this fill out the table with information about:

- The type of stakeholder (i.e. dairy processor, hotel, call center, Ministry of Agriculture);
- What the stakeholder does in the market system (i.e. functions from your market systems analysis above);
- What the stakeholder's most important interests related to governance (i.e. reforming labour laws, changing informal rules about who can participate in a value chain or maintaining a power over something). Please keep in mind that these are *interests* in the political science sense rather than incentives in the economic sense.
- What role do women and/or socially excluded groups currently play in the stakeholder (i.e. are women involved in management, are certain groups excluded...);
- Maximum 3 pages.

Table 1: Stakeholder Summary

Stakeholder	Function	Most Important Interests	Role of Women and Socially Excluded

3.2 Stakeholder Capacities, Incentives and Interests

This section describes the characteristics, interests, incentives and capacities of **key types of stakeholders** and draws conclusions about their suitability as working partners. This list includes **only market system actors you consider capable of “driving change”**. For each type of actor, please discuss:

- Key characteristics of the type of actor, with a focus on their human, financial and other capacities to drive change
- The incentives of the type of actor, focusing on their economic incentives to instigate changes that would improve performance of the market system
- The governance interests of the type of actor, including their interests and willingness to change formal and/or informal rules
- The potential for the type of actor to positively affect inclusiveness of women and/or socially excluded groups.

This analysis helps us choose the *category* of people to work with but we do not yet talk about specific partners. It should be a maximum of 3 pages.

4. Current and Future Situation

This section brings together the analysis done in section 2 (functions) and section 3 (market actor) to describe the current situation and the desired situation in the future. The tables in the sections below can be altered to fit the specific situation of your analysis- sometimes you deal more with functions and less rules or more with supporting functions and less with the core market. Section 4.1 should be a maximum of about 2 pages and section 4.2 should be about 2 pages.

4.1 Market Sustainability Matrix of Current Situation

Function	Who does	Who pays	Who is Included
CORE FUNCTIONS			
RULES			
SUPPORTING FUNCTIONS			

4.2 Market Sustainability Matrix of Future Situation

Function	Who does	Who pays	Who is Included
CORE FUNCTIONS			
RULES			
SUPPORTING FUNCTIONS			

5. Intervention Focus

This section provides a very brief description of how the changes to the market system described in section 4 can be encouraged. This is not a detailed and final project proposal, only a starting point for discussions. The total length should not exceed 1.5 pages.

Annex 1: Research Results

In this section you can put the results of any supporting research you have conducted. This is not a top priority for deciding which market development initiative will be selected but it can support the analysis conducted in the rest of the document. Maximum length is restricted to 8 pages.

Annex 10 - Concept Note Format

A concept note provides the general idea of an intervention and should be written for each of the project's main interventions areas and regularly updated in order to reflect changes in information and strategy. Overall length should be between 5 and 8 pages – no more, but still include good narrative description (not just bullet points). You have to be concise and accurate – focus on the essential information.

Structure of all concept notes should be as described below.

1. Background (summary of constraints analysis – current situation)

Key M4P frameworks : Diagnostic cone (symptoms to causes) – a problem tree tool can be useful to structure this section (similar to results chain, only that we are looking here at a causal chain of constraints and not a causal chain of intended changes)

- Start with a description of the symptom of underperformance – e.g. poor quality of skills – which the intervention aims to address including factual information and essential data (which might also serve as baseline for M&E purpose). Keep to about 1-2 paragraphs.
- Then provide a short summary of the underlying systemic causes for underperformance – e.g. inappropriate curricula which again relates to poor coordination between public and private sector. Provide relevant information and data to support your analysis.
- The section clearly needs to conclude with a clear message on exactly what constraints/opportunities the intervention aims to address
- Total length: about 1.5 pages (maybe also adding a figure/table with data)

2. Overall Vision and strategy

Key M4P frameworks : a) market system diagram – the 'donut' – to map out core function, supporting functions, rules and market players (start with the core transaction that you are interested in developing at the service market level) – if it helps, you can bring it as a diagram into the text; b) Who does? Who pays? Sustainability matrix (it is implicit in the thinking on the market system diagram); c) Strategic Framework to describe anticipated causal chain of impact (i.e. a simplified results chain).

- What is the project's **vision** of a better functioning market system (i.e. for this particular intervention – e.g. the system for public-private coordination on curriculum development)? Provide a description of core market transaction and necessary supporting functions and rules. If a new or improved business model is foreseen, **make this business model clear**.
- Give a short description of **main players** which will be involved (potential partners) and what the expected change is with regard to their role in this vision. Identify clearly the **target group**.
- Describe the expected causality of changes – be clear on particularly the intended systemic changes. A clear and logical hypothesis for how activities will lead to the goal. Add a draft **results chain** for this particular intervention – i.e. the expected causality which links this intervention to the overall project goal. Make sure that it corresponds with the project's

overall logframe levels. It doesn't have to be a perfect RC – the final one will be developed when the Intervention plan is drafted. If you prefer, a hand-drawn one is also ok (e.g picture of a flipchart, etc.).

- Include the **sustainability matrixes** “who does/who pays” for the current situation and the future vision of the market.
- Include to what extend we expect wider system changes to happen (copying and/or crowding-in). Are other indirect effects expected, both positive and negative?
- Do not forget Gender and Social Equity issues
- The section would be about 2 pages long.

3. Project activities

Key M4P frameworks : a) Guiding questions for facilitation to think through interventions and the relationship to partners; b) pathway to crowding-in – as a reminder of what we are trying to achieve and ensuring that our actions are consistent with that vision; c) exit strategy – how are we phasing out our support?

- After describing the overall logic in the section above, provide more details here about specific activities – i.e. with whom will it work? How does the relationship look like? Intensity of support? Do we need additional activities to achieve crowding-in/copying and opportunities to reach scale? What is the exit strategy?
- Mention explicitly activities related to gender and social equity
- Add a time frame illustrating when what activity will be implemented
- Length: about 1 page

4. Risk Assessment

No related M4P framework for this. Use format with four columns: ‘Risk’ (a brief description), ‘potential impact’ (high, medium or low) ‘likelihood’ (high medium or low) and ‘how the project intends to address this risk’

- Provide a brief assessment of main risks that could undermine this intervention – avoid being too general (“earth quake”) – be specific to the intervention.
- Length: half to 1 page

Intervention Plan

Page 1: Overview

Choose from the drop-down list

Sector
Agro-processing
Intervention title:

Starting date:

Expected closing date:

Monitoring closing date:

Summary key impact

Impact to date

Projected by end of project

Direct

Indirect

Direct

Indirect

Jobs created

Outreach

% women

% youth

Co-facilitator

Private sector partner(s):

Budget of intervention

Private sector investment:

Innovation:

Last update:

Next update due:

Intervention Manager

Market strategy
Background: <i>Indicate relevant research and main constraints identified. Partner identification.</i>
Strategy:
Intervention story
<i>Include a summary of the intervention so far.</i>

1	A	B	C			D	E	F	G	H	I	J	K	L	M
2	Page 55: Measurement plan														
3	Level	Box	Result	Question	Indicator	Definition / calculation	Tool	Who	When	Sample	Baseline method and when	Attribution method	Influencing factors		
4	Indicates the corresponding level in the RC	Box number r in the RC	Re-write the result as in the RC	What question does the indicator need to answer? Think quantitative and qualitative, in particular "why".	SMART indicators that answer the question to what extent, for how many, and why.	Make sure the indicators are as specific as possible – no room for interpretation.	Which data collection tool will be used?	Who is responsible for the data collection?	When should the data be collected, and how often?	Specify the sample: numbers per category, location, etc.	What method will be used to determine the baseline and when & how will the data be collected?	What method will be used to establish attribution and when & how will the data be collected?	What factors can influence the result/indicators and what do we need to keep track of to establish attribution?		
5	Impact level														
6															
7															
8	Core market level														
9															
10															
11															
12															
13	Service Market level														
14															
15															
16	Activities														

Assumptions & Projections:

Level	Box	Result	What do we already know? Research	Assumptions	Projection : date & extent of change!										
Impact level															
Core market level															
Service Market level															
Activities															

Baselines

Level	Box	Result	What do we already know? Research	Baseline Method	Tool for data collection	Sample	Timing	Who
Impact level								
Core market level								
Service Market level								
Activities								

Attribution

Level	Box	Result	What do we already know? Research	Attribution method, incl. description of counterfactual	Information needed / indicators	Tool for data collection	Sample	Timing	Who
Impact level									
Core market level									
Service Market level									
Activities									

Results

Level	Box	Result	Date				Cumulative results
			Date 1	Date 2			
Impact level							
Core market level							
Service Market level							
Activities							

Page 8: Log book

Date	Type of change	Reason for change

Annex 12: Review of interventions, sector and project: workshop agenda and guidelines¹

	Intervention review: session to be conducted quarterly
	Sector review: session to be conducted six-monthly
	Project review: session to be conducted annually

Time needed	Topic	Method
2h30	<p>Project Review</p> <p><i>This session will only be conducted in the yearly Project Review in November (before doing the YPO)</i></p> <p>Problem tree and strategic framework:</p> <p>Develop a problem tree for the project's core problem</p> <p>Develop the current strategic framework for the project and consider:</p> <ul style="list-style-type: none"> • What is its relevance at the different levels? • What are the assumptions that lie at the basis of it (connecting one to the next level)? • Are these still valid? • What are the influencing factors? • Have these changed? • How will this affect the project? • What critical constraints are not being addressed? 	<p>Joint exercise of the team using cards and pinboards</p> <p>Follow this by discussion and take notes on flipchart</p>
1h	<p>Decide on criteria to be considered in reviewing the interventions and sector strategies. These should refer to:</p> <ul style="list-style-type: none"> • What, in the project, is a successful intervention? • What, in the project, is a successful sector strategy? <p>If criteria were developed earlier this session can address the questions:</p>	<p>Brainstorming exercise with cards or validation by reviewing existing criteria</p> <p>Notes on flipchart</p>

¹ Based on the format developed by Roel Hakemulder for RisiAlbania, 2014

	<ul style="list-style-type: none"> • Are these criteria still valid? • Should any be added or subtracted? 	
3h	<p>Review of interventions (by sector/outcome)</p> <ul style="list-style-type: none"> • Review against indicators (see table 1 provided after this programme) • Reasons for shortfalls and measures to address them • Review against questions in table 2 provided after this programme including questions and discussion • What should change? : <ul style="list-style-type: none"> ○ challenges and opportunities ○ ways to address them ○ possible changes in the intervention ○ changes in expectations of the intervention? • Assessment against criteria – strong and weak areas • Need for change in strategy? • Follow-up 	<p>Presentation by intervention managers on indicators and intervention questions, prepared beforehand, projected, followed by discussion</p> <p>Criteria: team members individually and independently score against criteria, followed by discussion (or discussion of strong and weak points without scoring)</p> <p>Discussion of need for change in strategy, main next steps</p> <p>All notes on flipchart</p>
1h	<p>Review of sector strategy</p> <p><i>This session will only be conducted in the half-yearly reviews.</i></p> <ul style="list-style-type: none"> • Review against indicators (see table 1) • Reasons for shortfalls and measures to address them • The extent to which the different interventions contribute (which are most effective?) • Synergies and collaboration taking place or planned • What should change? : <ul style="list-style-type: none"> ○ challenges and opportunities with regard to exploiting opportunities for complementarity, synergies, collaboration ○ ways to address them, improve ○ possible changes ○ changes in expectations of the sector strategy? 	<p>Relevant intervention managers present progress against sector level indicators and collaboration, synergies, followed by discussion</p> <p>Criteria: team members individually and independently score against criteria, followed by discussion (or discussion of strong and weak points without scoring)</p> <p>Discussion of need for change in strategy, main next steps</p> <p>All notes on flipchart</p>

	<ul style="list-style-type: none"> • Assessment against criteria – strong and weak areas • Need for change in sector/outcome strategy? • Follow-up 	
	Further intervention and sector reviews as above	
1h	<p>Project review</p> <p><i>This session will only be conducted in the yearly Project Review in November (before doing the YPO)</i></p> <ul style="list-style-type: none"> • Review against indicators (see table 1 provided after this programme) • Reasons for shortfalls and measures to address them • The extent to which the different sectors/outcomes contribute (which are most effective?) • Across-sector or outcome synergies and collaboration taking place or planned • What should change? : <ul style="list-style-type: none"> ○ challenges and opportunities with regard to exploiting opportunities for cross sectoral/outcome complementarity, synergies, collaboration ○ ways to address them, improve ○ possible changes ○ changes in expectations of the project? • Assessment against criteria – strong and weak areas • Need for change in project strategy? • Follow up 	<p>MRM manager presents progress against indicators, intervention managers across-sector/outcome collaboration, synergies, followed by discussion</p> <p>Criteria: team members individually and independently score against criteria, followed by discussion (or discussion of strong and weak points without scoring)</p> <p>Discussion of need for change in strategy, main next steps.</p> <p>Notes on flipchart</p>
1h	<p><i>This session will only be conducted in the yearly Project Review in November (before doing the YPO)</i></p> <p>Revisit Strategic Framework and/or logical framework</p> <ul style="list-style-type: none"> • Is the project still doing this? • Why or why not? • Does the logic hold? • Are the assumptions valid? 	<p>Discussion</p> <p>Notes on flipchart</p>

	<ul style="list-style-type: none"> What if anything should change (referring back to sector and project reviews)? 	
30min	Discussion of the review exercise <ul style="list-style-type: none"> What went well What could be better What should be different next time 	Discussion Notes on flipchart

Format for progress on intervention, sector, project indicators

The table below should be completed beforehand by the intervention manager(s)/MRM manager. Key indicators are those in the logframe (if they are at the intervention level) and those in results chains that are critical to the intervention logic (i.e. if they do not show results the logic will not hold). For sectors or the project they should include those in the logframe.

Table 1 – Key indicators

	Market system change		Business performance		Employment
Indicator					
Achieved					
Target for current date					
Target at project end					

Format for intervention presentations

The table for review of interventions (below) should be completed beforehand by the intervention manager. When a question is not relevant or questions need to be added, explain why.

If indicators for an intervention are on track and the team expects there is too little time to discuss all interventions in detail, it may decide to have the presentation focus on questions marked by *. The full table should be completed, though, and will be included in the report.

Table 2 – Intervention review

RELEVANCE	Why is this intervention being implemented (using the results chain and indicators; what is it addressing, what is the vision of change?) *	
	Has this changed? If so why?	
	What is the intervention? (using the results chain)	

	Is this as originally foreseen? What changed, why?	
	How is targeting of youth and inclusion of women being addressed?	
RESULTS	With which partner(s) and/or co-facilitator if applicable is the intervention being implemented and why were these selected? Assess the will and skill of the partners (status, skill, willingness/ownership, performance).	
	Progress made so far – reasons for lack of progress or for success, main challenges, and opportunities, how are the partnerships working out? Are activities being carried out effectively? Are we using the right facilitation methods?	
	Are there signs of benefits to the enterprises and the target group? Which? Is this as expected? *	
	Are the results exceeding or falling short of projections?	
	Are there specific GSE considerations? Are there signs of benefits for women?	
SYSTEM CHANGE	What, if any, are the signs of the partners adopting and adapting the innovation? – is this as expected? *	
	What is the strategy to make “expand and respond” happen? *	
	Are there any signs of other market actors expanding or responding to the innovation? – is this as expected? *	
	Are there other signs of systemic change? Which? *	
	What is the likelihood of sustainability, why? *	
	What is the likelihood of scale, why? *	
MRM	Did you do projections of outreach, scale? Are these projections realistic? How do they compare to the targets in the logframe?	.
	How is the intervention being monitored, assessed? (key indicators, how are data collected?) Issues around MRM: what is on track, what needs to be done, what are the challenges?	
ROI	Can anything be said already about cost in relation to benefits? How are they being tracked?	

For interventions in the planning stage the table below can be used.

Table 3 – Intervention design review

Why is this intervention being implemented (what constraints and underlying causes is it addressing, what is the vision of change?)	
What was the process for designing the intervention?	
What is the intervention? (using the draft results chain)	
How is targeting of youth and inclusion of women being addressed?	
What are the expected main challenges and opportunities?	
With which partner(s) (and co-facilitator if applicable) would the intervention be implemented and how would they be selected? Consider the will and skill of potential partners.	

Assessment criteria for intervention review

Criteria – likelihood of ...	Score (max 10)
For instance:	Intervention XX
1. Systemic Change	
2. Scale	
3. Sustainability	
4. Enterprises/sector growth	
5. Impact	
6. Women & men benefit	

Assessment criteria for sector and project review

Criteria – likelihood of (for example):	Score (maximum 10)
1. Complementary (each interventions adds value to the other)	
2. Don't conflict	
3. Doesn't miss out on key constraints	

Annex 13: Sector review report format¹

Each Intervention Manager is responsible for compiling the report for his/her own sector and interventions. The MRM focal point together with the Project manager are responsible for completing the overall project sections.

1. Purpose of the review

Briefly state:

- When the review was held
- Purpose
- Process
- Limiting factors (e.g. data not being available yet, interventions still being designed)

2. Workshop results

2.1 Problem tree and strategic framework – *only to be done annually during the project review*

The purpose of developing a problem tree and strategic framework is to have a point of reference while reviewing interventions (are the interventions in accordance with the framework, do they address problems identified?). It also helps in identifying changes in influencing factors and critical gaps (constraints that are not being addressed).

Questions that will be addressed for the strategic framework:

- What is its relevance at the different levels?
- What are the assumptions that lie at the basis of it (connecting one to the next level)?
- Are these still valid?
- What are the influencing factors?
- Have these changed?
- How will this affect the project?
- What critical constraints are not being addressed?

Briefly state:

- What you did
- What the main conclusions were
- Attach problem tree and framework in an annex

2.2 Criteria used in the assessment - *only to be done annually during the project review*

These are criteria against which interventions and sector strategies will be assessed, e.g. potential for systemic change, scale. Once you have done this for the first review, validating them and considering additions or deletions will be sufficient.

State:

- What you did

¹ Based on the format developed by Roel Hakemulder for RisiAlbania, 2014

- What the criteria are
- If you made changes, why

2.3 Review of interventions in sector X

2.3.1 Intervention XX

The table below should be completed beforehand by the intervention manager and presented by him/her. Key indicators are those in the logframe (if they are at the intervention level) and those in results chains that are critical to the intervention logic (i.e. if they do not show results the logic will not work).

Key indicators

Indicator					
Achieved					
Target for current date					
Target at project end					

Discussion will take place after the presentation of the intervention and reported there. The table below should also be completed beforehand by the intervention manager, and be available to all (projected rather than printed). All questions should be answered or have an explanation of why there is no answer. Addition of questions should also be explained. If indicators for an intervention are on track and the team expects there is too little time to discuss all interventions in detail, it may decide to have the presentation focus on questions marked by *. In that case still include the full table completed by the intervention manager.

Presentation

RELEVANCE	Why is this intervention being implemented (using the results chain and indicators; what is it addressing, what is the vision of change?) *	
	Has this changed? If so why?	
	What is the intervention? (using the results chain)	
	Is this as originally foreseen? What changed, why?	
	How is targeting of youth and inclusion of women being addressed?	
RESULTS	With which partner(s) and/or co-facilitator if applicable is the intervention being implemented and why were these selected? Assess the will and skill of the partners (status, skill, willingness/ownership, performance).	
	Progress made so far – reasons for lack of progress or for success, main challenges, and opportunities, how are the partnerships working out? Are activities being carried out effectively? Are we using the right facilitation methods?	
	Are there signs of benefits to the enterprises and the target group? Which? Is this as expected? *	
	Are the results exceeding or falling short of projections?	
	Are there specific GSE considerations? Are there signs of benefits for women?	
SYSTEM	What, if any, are the signs of the partners adopting and adapting the innovation? – is this as expected? *	
	What is the strategy to make “expand and respond” happen? *	

	Are there any signs of other market actors expanding or responding to the innovation? – is this as expected? *	
	Are there other signs of systemic change? Which? *	
	What is the likelihood of sustainability, why? *	
	What is the likelihood of scale, why? *	
MRM	Did you do projections of outreach, scale? Are these projections realistic? How do they compare to the targets in the logframe?	.
	How is the intervention being monitored, assessed? (key indicators, how are data collected?) Issues around MRM: what is on track, what needs to be done, what are the challenges?	
RoI	Can anything be said already about cost in relation to benefits? How are they being tracked?	

Discussion

The presentation will be followed by questions and discussion which in practice may have focused on:

- Reasons for shortfalls against indicators and measures to address them
- Challenges and opportunities
- Ways to address them
- Possible changes in the intervention
- Possible changes in expectations of the intervention

Here reflect the results (basically like meeting notes, use bullet points). If useful you could break them up according to what level in the impact logic they refer to. E.g.

- Intervention
- Systemic change
- Impact (outcome and goal)

Assessment against criteria

The discussion is followed by an assessment against criteria, which may have been done by team members individually and independently scoring against them, followed by discussion, or directly discussing strong and weak points.

Here report the results using the example table and summarizing strong and weak points.

Criteria – likelihood of ...	Score (max 10)
For instance:	Intervention XX
1. Systemic Change	
2. Scale	
3. Sustainability	
4. Enterprises/sector growth	
5. Impact	
6. Women & men benefit	

Strong areas are:

Weak areas are:

Follow-up

Report on agreement whether a change in strategy is required, and on follow up measures to be taken to achieve this or to improve the intervention under the current strategy. Summarise in bullet points.

2.3.2 Intervention XXX

Repeat the above for each intervention.

For interventions in the design or planning stage:

You can use the adapted table below, also to be completed and presented by the responsible intervention manager.

Why is this intervention being implemented (what constraints and underlying causes is it addressing, what is the vision of change?)	
What was the process for designing the intervention?	
What is the intervention? (using the draft results chain)	
How is targeting of youth and inclusion of women being addressed?	
What are the expected main challenges and opportunities?	
With which partner(s)(and co-facilitator if applicable) would the intervention be implemented and how would they be selected? Consider the will and skill of potential partners.	

For the rest proceed as for ongoing interventions. The most useful headings are:

Discussion

Assessment against criteria

Conclusions (Summarise what was agreed on the basis of the discussion)

Follow up

2.3.3 Sector X - - only to be done six-monthly during the sector review

If sector level progress was not included in the review, skip this. The table below should be completed beforehand by the intervention managers, who will also present it. Key indicators should include those in the logframe.

Key indicators

Indicator					
Current					
Target for					

current date					
Target for project end					

Presentation

The relevant intervention managers will report on synergies and collaboration already taking place or planned. Describe them here.

Discussion

Report on the discussion of:

- Reasons for shortfalls against indicators and measures to address them
- The extent to which the different interventions contribute (which are most effective?)
- Challenges and opportunities
- Ways to address them
- Possible changes in the sector strategy, improving and increasing synergies and collaboration
- Possible changes in expectations of the sector strategy

Assessment against criteria

This is followed by the assessment against criteria, which again may have been done by team members individually and independently scoring against them, followed by discussion, or have directly discussed strong and weak points.

Here report the results using the example table and summarizing strong and weak points.

Criteria – likelihood of (for example):	Score (maximum 10)
1. Complementary (each interventions adds value to the other)	
2. Don't conflict	
3. Doesn't miss out on key constraints	

Strong areas are:

Weak areas are:

Follow-up

Report on agreement on whether a change in strategy is required, and on follow up measures to be taken to achieve this and to improve the current strategy. Summarise in bullet points.

2.4 Project review – *only to be done annually during the project review*

2.4.1 Progress and coherence

If project level progress was not included in the review, skip this.

The table below should be completed beforehand by the MRM manager.

Indicators (from the logframe)

Indicator					
Current					
Target for current date					
Target for project end					

Presentation

The relevant intervention managers will report on synergies and collaboration already taking place or planned. Describe them here.

Discussion

Report on the discussion of:

- Reasons for shortfalls against indicators and measures to address them (in addition to those under interventions and sectors)
- The extent to which the different sectors/outcomes contribute (which are most effective?)
- Challenges and opportunities
- Ways to address them
- Possible changes in the project strategy, improving and increasing synergies and collaboration
- Possible changes in expectations of the project

Assessment against criteria

This is followed by an assessment against criteria (the same as for the sector review). Team members may have scored individually and independently, followed by discussion, or have directly discussed strong and weak points.

Here report the results using the example table and summarizing strong and weak points.

Criteria – likelihood of (for example):	Score (maximum 10)
1. Complementary (each interventions adds value to the other)	
2. Don't conflict	
3. Doesn't miss out on key constraints	

Strong areas are:

Weak areas are:

Follow-up

Report on agreement whether a change in project strategy is required, and on follow up measures to be taken to achieve this and to improve the current strategy. Summarise in bullet points.

2.5 Revisiting the strategic framework and logframe – *only to be done annually during the project review*

While it may not be useful to do a session at the start of the workshop on the problem tree and strategic framework more than once a year, it is still useful to consider the logframe at each review with the questions:

- *Is the project still doing this?*
- *Why (why are we not addressing some key constraints for instance), why not?*
- *Does the logic hold?*
- *Are the assumptions valid?*
- *What if anything should change (referring back to sector and project reviews)?*

Discussion

Summarise

Follow up

Summarise agreed changes and other follow-up measures.

2.6 Review of the exercise

Summarise the team's response to the questions:

- What went well
- What could be better
- What should be different next time

Annex 14: Outline for operational report to submit to SDC**Formal requirements:**

- Semester reports focus on reporting at output level, if possible outcome. Annual reports focus on outcome and impact level
- Maximum 10 pages in font size 11 and with standard margin.
- If applicable, it must contain gender disaggregated data and, if relevant, data on marginalized/ vulnerable population groups that are in relation with the intervention, based on monitoring results.
- Annexes:
 - Optional: Logframe and/or Results framework including comparison between planned/projected and achieved,
 - Optional: Further annexes regarding financial issues
 - Optional: illustrations of activities/achievements (photos, press clippings, etc)

Project Snapshot: 1 page

Country: Albania		Name of project: RisiAlbania (formerly known as Making Markets Work for Young People in Albania)
SDC SAP: 7F-08310.01.11		
Contract number: 81019347		
Domain of Cooperation Strategy: Economic Development		
Goal	Young women and men in Albania, aged 15-29, have improved access to employment and income opportunities	
Outcomes (OC)	OC1: Businesses in supported sectors of agro processing, tourism and Information and Communications Technology, or Garment & Footwear, develop and create more jobs for young women and men. OC2: Young people increasingly enter into the job market through an effective intermediation with employers	
Outputs (OP)	<i>OP1.1: More and strengthened business service providers</i> deliver a wide range of adequate services to enterprises in the selected sectors <i>OP1.2: Enhanced financial service providers</i> offer improved access to finance for businesses to invest in the selected sectors OP1.3: Skills providers, HR consultancies work with businesses to equip young women and men with adequate skills that meet the needs of the private sector. <i>OP1.4: Private sector</i> jointly advocates towards the the government and the general public for <i>policy and regulatory changes</i> to improve the respective sector's business environment <i>OP2.1: Enhanced media</i> regularly provides better, updated and gender-balanced labour market information to young women and men and their families <i>OP2.2: Relevance and outreach of capacitated public and private job matching services</i> for young women and men is improved OP2.3: <i>Increased and sustainable public debate</i> between youth organizations, civil society, private sector and the government, regarding effective promotion of youth employment, leads to improved and gender-responsive education and youth labour market policies and practices	

Project phase duration: Inception phase: 01.03.2013-31.10.2013 Implementation phase: 01.11.2013-31.10.2017	Reporting period: xxxx
Budget in phase: 4,600,000 CHF Spent in phase: CHF	SDC Budget for xx: CHF Spent in xxx: CHF
Implementing consortium	HELVETAS Swiss Intercooperation (lead) and Partners Albania
Main National Partners: Ministry of Social Welfare and Youth, Private Sector, Youth Organizations	Main International partners: n/a
Project Manager: Edlira Muedini Deputy Manager: Isabelle Fragnière	Number of project staff: 10 national, 1 expat

List of Abbreviations

Summary: strategic review and outlook: 1 page

Main results achieved and implementation performance of the project

Main steering implications for next period of interventions

1. Introduction: 1 page

- Short description of the project and its intervention strategy
- Update of the stakeholder analysis
- Evolution of the context (in particular political risks and opportunities), with a focus on youth employment situation. Possible sector specific changes can be included.
- Strategic link to outcomes of Cooperation Strategy and/or outcomes at country level
- Eventually indication of bilateral or multilateral issues for policy dialogue

2. Results achieved: reporting against the logframe. 1 page

Semester reports focus on reporting at output level and outcome if possible. Annual reports focus on outcome and impact level. Results are presented in an aggregated manner for the entire project.

A summary of the results achieved as per the logframe is included as an annex

- Description of achievement main indicators measured against baseline and target values (if available) and reflecting quantitative and qualitative dimensions of the achievement
- Critical and transparent assessment of achievements or assessment of likelihood to achieve the outcomes in the current phase if the outcome is not yet documentable
- If feasible, present information on direct and indirect, positive and negative and unintended effects of the intervention
- Information on progress of mainstreaming GSE

3. Sector specific results: reporting against the YPO. Max 2 pages per sector

This section reports on progress and achievement for each of the 4 sectors

- Summary of results and output delivery (tangible products such as goods and services) based on a comparison with the planned outputs, and its results. Summary of outcome and impact results when available.
- Implementation constraints and ways to overcome them. Critical and transparent assessment of achievements or assessment of likelihood to achieve the outcomes in the current phase if the outcome is not yet documentable
- Eventual changes of main assumptions
- Eventual changes in strategic orientation
- Information on progress of the implementation GSE

4. Finances and Management. Max 2 pages

4.1 Management priorities, including HR and issues on the organization level that affected the management of the project. Appraisal on how efficiently inputs were converted into outputs; reference to activities and brief explanations if there were major differences between the executed and the planned activities. Other common topics of reporting include MRM, GSE, regional exchange, communication & knowledge management.

4.2 Financial management. Percentage of budget spent vs. planned per outcome . Comments on budget deviations respectively over/under spending, and outlook for the rest of the phase

5. Lessons learnt & outlook ; 1 page

- Good practice and innovations working with key partners, beneficiaries, interagency collaboration, but also obstacles and difficulties
- If available, important findings from reviews and self-evaluations

Annex 14: Outline for Yearly Plan of operations

Project snapshot: 1 page

Country: Albania	Name of project:
SDC SAP: 7F-08310.01.11	RisiAlbania
Contract number: 81019347	(formerly known as Making Markets Work for Young People in Albania)
Domain of Cooperation Strategy: Economic Development	

Project phase duration:	Type of report: Yearly Plan of Operations
Inception phase: 01.03.2013-31.10.2013	Reporting period: xxxx
Implementation phase: 01.11.2013-31.10.2017	

Goal	Young women and men in Albania, aged 15-29, have improved access to employment and income opportunities
Outcomes	OC1: Businesses in supported sectors of agro processing, tourism and Information and Communications Technology, or Garment & Footwear, develop and create more jobs for young women and men. OC2: Young people increasingly enter into the job market through an effective intermediation with employers
Sectors of intervention	Agro-processing, Tourism, ICT and Labour Market Services

Budget in phase:	4,600,000 CHF	Budget in 20XXX (CHF)
Spent in phase:	CHF	
Information on contributions of partners and/or other donors (calculated in CHF):		

Implementing consortium	HELVETAS Swiss Intercooperation (lead) and Partners Albania
Main National Partners: Ministry of Social Welfare and Youth, Private Sector, Youth Organizations	

Date of report	Name and signature of person responsible(Project Manager)
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List of abbreviations

Executive summary: 1 page

1. Introduction, 1 page.

This section should help situate the report in the overall context as well as in the life of the project.

- Situate the coming period in the whole project: Where we stand (very short recap of previous year)
- Important changes in the context and their impact on the project, specific risks, opportunities or trends that have an impact on the project.

2. Planning

First, this section is for the overall planning according to the LF, to get an overall picture of the entire project. It does not contain any sector specific information (aggregated data at project level)

Short description on the planned outcomes and outputs, with targets. This can be simply one or two sentences. Eventual adjustments to previous plan/targets with explanations.

Second, we detail the strategy and plan for each of the 4 sectors, giving an overview of what will happen and be achieved in each sector. For each sector, we can consider a short narrative with the overall situation/ progress and eventual context changes of the sector, and a simple table summarizing the direction

Short description on the planned outcomes and outputs, with targets. Eventual adjustments to previous plan/targets with explanations.

		Main achievements 2014	Highlights 2015	Strategy of interventions in 2015
Sector xxx	Output 1.1	-	-	-
			-	-
	Output 1.2	-	-	
			-	-
	Output 1.3	-	-	-

3. Gender specific plans

Explanation of any specific gender related plans, activities, events, etc.

4. Management priorities

In this section, we can tackle the following points (not necessarily all)

- Priorities for management in the coming period
- Important events.
- Monitoring and results measurement
- Staff issues, structural or organizational changes, organizational development, etc Training plans...
- Eventual changes of the project approach
- Communication issues
- Coordination with other donors, projects, etc
- If needed, update in risk analysis & mitigation/response measures

5. Budget and finances

- Overall budget ,

Section	Total (CHF)
Part 1 Head office costs	
Part 2 Local office costs	
Part 3a Long-term experts	
Part 3b Short-term experts	
Part 3c Local support	
Part 4 Administrated project funds	
- AP	
- ICT	
- ...	
-	
Total	

- justification of significant variances

Annexes:

1. Detailed YPO per sector, output and activities

№	Activities	Months												Deliverables/Targets
		1	2	3	4	5	6	7	8	9	10	11	12	
1	Intervention 1: xxxx >>> contributes to output xxx													
	Activities													
1.1														
1.2														
1.3														
1.4														
2	Intervention 2: xxx >>> contributes to output xx													
	Activities													
2.1														
2.2														
2.3														
2.4														
2.5														

2. Activity based budget planned s. original (with explanations for variances) and *Cumulated phase budget which shows the current expenditures till end of the current project year and a forecast for the remaining period of the project phase.*

Example for Part 4..

Code	Particulars	Cost/unit	Unit	Quantity	YPO budget	Original Budget	Variance	% of variance	Reason for variances
		Periods >>>							
		1	2	3	4=1x3	5	6=5-4	7	8
Part 4	Administrated project funds								
	Sectors								
	4.1 AP								
	4.1.1 Intervention area 1								
	4.1.2 Intv Area 2								
	4.1.3 Intv Area 3:								
	Sub-total (Part 4.1)								