

Sector:	
Sector Manager:	
Reporting Period:	
Planning Period:	

1. OVERVIEW OF THE SECTOR AND OUR APPROACH

[Guidance Notes: In this section please provide a brief description of the sector, why we are working in it and the systemic constraints and intervention areas we have identified in response to those constraints. Use no more than 3 or 4 short paragraphs. This section should set the scene and make our reporting accessible to an external audience such as our funders or external reviewers. Remember we are not the only ones likely to read these reports...]

1.1. Summary of where the sector is (the progress story should draw out successes, possibly by summarising them in text boxes)

1.2. Sector Targets 2013

[Guidance Notes: This section links our individual results chains to the MAP programme log frame. It focuses on the Impact Level and Enterprise Performance targets we set for this sector this year, any progress we have made against these targets in the quarter just completed as well as cumulative progress against annual targets for the year to date]

Impact	Target 2013	Achieved this quarter	Annual cumulative
Outreach			
NAIC			

No. of jobs			
Enterprise performance	Target 2013	Achieved this quarter	Annual cumulative
Income from commodity sale			
Sales			
Increased Productivity			
Percentage of farmers adopting improved on farm practices			

2. PROGRESS OVER THE PAST QUARTER

2.1 Progress along our results chain in the past quarter

***[Guidance Notes:** This section focuses within each of our results chains capturing the story of how we are progressing along our results chains within the quarter just completed. This should be a short narrative description broken down against key results levels. Use graphs and pie charts from the monthly monitoring trending reports to support the story and text boxes to highlight any key successes. Please also be sure to document evidence sources (the means of verification) to support the results achieved in the footnotes- . Be specific/don't talk in generic terms e.g.: don't use terms like "partner records". Identify exactly what the Means of Verification is ie: Magos Enterprise Annual Returns to KRA, or Ndumberi Cooperative Sales Figures March 2013. We need to be able to trace back to the evidence if and when needed.]:*

Impact (turning the numbers above into a brief explainer of results achieved. If it's too early to report this level a short sentence on timing, and/or when impact expected would be useful)

Enterprise performance

Market System Change

Activities

2.2. Testing assumptions;

Do our assumptions within our results chains remain valid. If yes, give brief examples to illustrate, If not what has changed?

3. REFLECTION ON PROGRESS, PERFORMANCE AND LESSONS LEARNED

Guidance note: (This section is critical to our understanding of what is working and what isn't working, the lessons we can draw from our progress to date and what we are observing in terms of growth and momentum in the system. This section needs to be an honest assessment of where we are with implementing our sector strategy and include particular emphasis on what we can do better.)

3.1 Growth in market systems

Guidance note: in this section we are interested in whether the key indicators of market system change (improving relationships, rules, capacity and incentives) we expect to see are emerging. Examples of the metrics we need are below. Please document evidence of both positive and negative signals. If something you didn't expect or didn't want to see happen is occurring then say so. Reporting on unintended consequences is vital.)

Improving Market system	Is there evidence of positive and substantial market system change	What evidence is there (for/against)
Relationships		-
Rules		
Incentives		
Capacity		

3.2 Momentum and ownership within the market system.

[Guidance notes: thinking back to the facilitation skills training in 2013 think about the signs of momentum that we can observe building in the market system. E.g: number of innovators working with us; number of early adopters are emerging; any evidence of early majority? Each of these are indicators that we are building **breadth** in the system. To what extent are these actors making investments (self-selection) of their own in upgrading their business and changing their existing business models? indicators of **depth**). What is the rate of uptake in changing the way they do business? indicators of **speed**) ? What are the **results** each market actor observing in their business- e.g: increasing sales,

efficiency, savings (time and cost), numbers of new customers, repeat business, customer satisfaction, new markets, etc]

Category of market actor/Definition	Breadth (Number)	Depth (Self selection)	Speed (Rate of uptake)	Direction (Result of changing practice)
	How many market actors are there in each category?	What investments is each market actor making in the process of upgrading?	What are the signs that these investments are leading to new ways of doing business?	What are the results of these new ways of doing business that each market actor is observing?
Innovators				
Early Adopters				
Early Majority				
Late Adapters				

3.3 What changes are happening in the wider operating environment in our sector that we need to be aware of?

[Guidance Notes. Are there any new market actors emerging that we need to be aware of? Are there any risks of threats emerging from other programmes and interventions (ie donor and GoK)? Has anything happened that may affect our ability to claim attribution for the results we have reported?]

1	
2	
3	

3.4 What lessons are we learning about implementation of our strategy?

[Guidance notes: Thinking about the responses to the questions above, what are the implications for the change processes we have started? Are we seeing the progress along the results chains that we

expected? If not, why? Are the causal linkages we laid down between each activity and results level happening and if not why? What can we say about adoption and uptake? Are the market actors we work with changing their behaviour and practice in the way we expected? Are our target beneficiaries changing their behaviour and practice in response to the market actors doing something new or different? Are these changes translating into the results we expected to see? Can we claim attribution for these changes? If not, why? What if anything do we need to do differently to improve performance or scale up from where we are?]

3.5 What next?

Changes to strategy

(Drawing on the above sections, highlight any changes that may be needed to your sector strategy and theory of change. If none needed, simply record N/A).

1	
2	
3	
4	

Key actions

Highlight any key actions to be taken in the quarter ahead.

1	
2	
3	
4	

RISK MANAGEMENT

[Guidance Notes Thinking about the quarter ahead (not the quarter just completed). What challenges do you expect to see,, or what challenges in the past quarter are likely to affect the quarter ahead, what are the implications and mitigation measures for how we implement the programme?

This section is important so we all have line of sight of current as well as potential challenges coming up and what we might need to do to overcome them. Don't gloss over issues; don't hide things because you think they can be fixed within teams. The more we are prepared and aware the better. At the same time

don't list everything as a challenge. Try to think strategically about what are the real threats to implementation and prioritise those. In doing so first think about those challenges that are much more likely to be within our control (i.e. the relationships and business models we are trying to facilitate), then also consider those challenges less within our control (ie the decisions of government) but what we can practically do to reduce the risk. Other risk areas may include; how Government direct intervention affects your work and what MAP can do to influence the systems to prevent this and what risk monitoring strategies teams have put in place; the impact corruption has on the sectors-contract issues, labour disputes, environmental issues and our mitigation strategies employed by teams; Inability of the umbrella bodies to influence pro-poor policies or legislation; NGO distortion or markets and NGO threats to private business (if any) and how to deal with it.]

Challenges	Implications	Mitigation
Within our control (examples: the relationships we are building)		

2. KEY MILESTONES NEXT QUARTER

[Guidance Notes. In this section please update your annual work plan into the key milestones for this quarter and identify those priority activities we will need to track through the quarter, Focus on those milestones that need to be achieved this quarter , be clear about when it should be done by and who is leading on it. There are two types of milestones- 1) breaking your results chains into the “sub results” needed to keep you on track (ie MoU signed with NRT); and those process tasks that need to be completed to support overall learning and reporting (ie quarterly reviews and reports).

<u>What</u>	<u>When</u>	<u>Who</u>
<u>Key milestones this quarter</u>		
<u>Priority activities through the quarter</u>		