



Annual Results Report

Programme Year One
May 2012 – April 2013

Table of Contents

Executive Summary	3
1. Overall programme achievements	4
2. Sector progress towards systemic change	11
3. Year one highlights	16
Annex I: Aggregated impact projections, as of April 2013 – fully annotated and by intervention	19
Annex II: Map of opening portfolio districts, with intervention overlap	23
Annex III: VfM delivery	24
Annex IV: Revised Samarth-NMDP Logframe	25

Executive Summary

Samarth-NMDP is a five year DFID-funded rural market systems development programme that aims to reduce poverty in Nepal by increasing the incomes of 300,000 farmers and small-scale entrepreneurs¹. The programme follows a *Making Markets Work for the Poor (M4P)* approach.

During Programme Year One, Samarth-NMDP has developed an Opening Portfolio of five agricultural sub-sectors (ginger, dairy, fish, vegetables, and pigs) to begin activities in ten interventions: marking the first set of M4P projects ever to be implemented in Nepal. A number of interventions in the Opening Portfolio, most significantly in ginger, have already recorded evidence of progress towards achieving pro-poor systemic change.

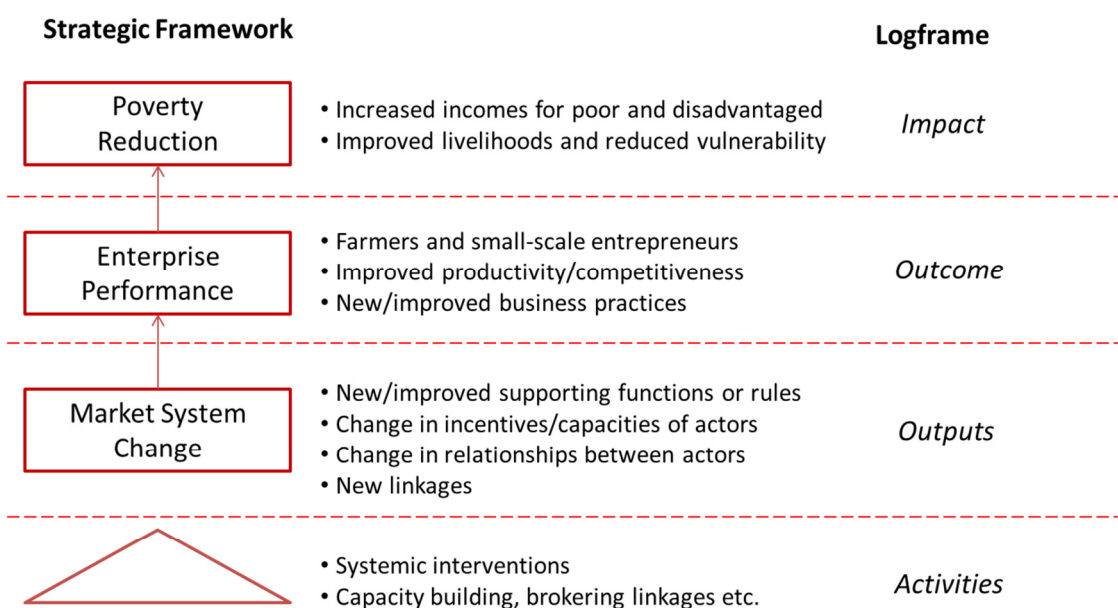
Intensive capacity building on the M4P approach has been provided to the partner organisations (local and international NGOs and consulting firms) working with Samarth-NMDP to implement projects, resulting in some significant and discernible early changes in actions. The Nepal Market Development Forum - a national stakeholder forum for discussion around market development approaches - is established and operational. While it is too early for changes in government actions, Samarth-NMDP is developing a strong foundation for future business enabling environment reform initiatives. Samarth-NMDP is also steadily gaining credibility with government departments most closely involved with the programme through regular meetings and interaction.

Impact projections show that through its Opening Portfolio, alone, Samarth-NMDP is expected to reach over 100,000 beneficiaries with an average increase in beneficiary income of £75 per year (generating £18 million of additional income gains) by the end of the programme.

¹ Samarth-NMDP is managed in partnership with the Government of Nepal by a consortium comprising Adam Smith International, The Springfield Centre and Swisscontact

1. Overall programme achievements

This section reports achievements against the Samarth-NMDP logframe for Programme Year One (May 2012 - April 2013). The logframe follows the strategic framework common to all market systems programmes, and sets out the logic that underpins Samarth-NMDP's work across all the rural sectors in which it is attempting to stimulate pro-poor change:



Samarth-NMDP operates by designing and implementing a series of catalytic interventions² that respond to particular constraints hindering pro-poor growth in rural market systems³. Project teams aim to facilitate market players⁴ (**activity-level**) to carry out new tasks and activities or take on new roles which shape the way that rural, and particularly agricultural, markets are working for the poor. These are designed to improve the *underlying performance of rural sectors* (**output-level**) as market players begin to deliver new pro-poor innovations in the market (e.g. by providing services or goods to new market segments, such as poor women and men). This, in turn, leads to improvements in the *performance and position of the poor* (**outcome-level**) – as farmers and as small-scale entrepreneurs can now access and benefit from the goods and services they need for their enterprises to grow and become more competitive within markets (e.g. through improved productivity, such as increased yields). This results in increased incomes accruing to poor farmers and entrepreneurs and contributes to lifting them out of poverty (**impact-level**).

² Interventions are a defined package of temporary activities designed to improve a function or rule within an intervention area.

³ Market systems are the multi-player, multi-function arrangements comprising three main sets of functions (core, rules, and supporting functions) undertaken by different players (private sector, government, representative organisations, civil society, etc.) through which exchange takes place, develops, adapts and grows.

⁴ Market players are organisations or individuals participating in a market system who are either directly involved in or influential to the core function (supply/demand), the rules function (formal and informal rule-setter, shapers), or any number of supporting functions that impact upon the core exchange involving the poor. This may include organisations in the private and public sectors as well as non-profit organisations, representative organisations, academic bodies and civil society groups.

The DFID Annual Review of Samarth-NMDP in April 2013 recommended that the logframe be updated to better align with the programme theory of change⁵. The logframe was therefore revised at the end of Programme Year One, and achievements in this section are reported against the updated logframe. This logframe, complete with annotations, is attached as [Annex IV](#).

Impact and outcome-level

The lag between the time it takes from launching new interventions, which seek to stimulate market players to offer improved products and services, and when farmers and small-scale entrepreneurs can access and benefit from these products and services to record changes in business practices and improved incomes, means that it is too early to document outcome- or impact- level achievements at the end of year one of the programme, after just five months of implementation⁶.

Table 1, below, summarises projections of *expected* results for the Opening Portfolio of five projects in the ginger, vegetables, pigs, fish and dairy sub-sectors. These represent the aggregation of expected outcomes and impact in each intervention results chain⁷. Projections are made for the four-year period where Samarth-NMDP will measure the impact of each intervention⁸. In reality, it would be expected that income changes will continue (and perhaps grow) beyond this four-year period⁹.

In line with the DCED Standard for Results Measurement¹⁰, projections are underpinned by evidence-based assumptions and have been made as conservatively as possible to avoid optimism bias. Projections have also been adjusted for likely overlap between interventions (see [Annex I](#) for an intervention-by-intervention breakdown of projections, and [Annex II](#) for a map of overlapping project districts). These projections are based on the approved impact projections in each sub-sector implementation plan, taking into account both direct and indirect impact, and are correct as of April 2013¹¹. Projections represent the attributable changes expected as a result of Samarth-NMDP. Each intervention measurement plan takes into account and estimates, as far as possible, other factors which might affect and contribute to the various changes the programme aims to cause (e.g. as environmental factors like rainfall, or the impact of other public or private programmes)¹². The figures in **Table 1** are therefore expected changes due to the actions of Samarth-NMDP, as opposed to other actors/factors.

Indications are that the programme is on-track to achieve significant change at the outcome- and impact-level, in the long-term. Projections show that through its Opening Portfolio, Samarth-NMDP is expected to reach over 100,000 beneficiaries with an average increase in beneficiary income of £75 per year (generating £18 million of additional income gains) by the end of the programme. Income data in **Table 1** is provided in Nepal rupees to avoid confusion over exchange rates¹³.

⁵ Annual Review Section B. See: <http://projects.dfid.gov.uk/project.aspx?Project=201367>

⁶ The first Samarth-NMDP intervention, in ginger, was launched on 26 November 2012

⁷ Each intervention has a results chain which follows the programme strategic framework. Standard Intervention Indicators are used to allow for easy aggregation of logframe indicators. Logframe outcomes match changes in the 'enterprise performance' level of results chains, while logframe impact matches changes at the 'poverty reduction' level.

⁸ As policy, Samarth-NMDP continues to measure impact for up to two business cycles or two years - whichever is longer - following the completion of intervention activities.

⁹ Sustainability of outcomes is an important feature of the proposed interventions. By addressing systemic constraints, it is expected that the benefits catalysed by the NMDP will continue without additional direct programme support.

¹⁰ <http://www.enterprise-development.org/page/measuring-and-reporting-results>

¹¹ Impact can be *direct* (brought about through actors directly targeted by the intervention) or *indirect* (brought about through copying or crowding-in).

¹² More details can be found in Samarth-NMDP Results Management System User Manual.

¹³ Base year for GBP/NPR conversion set at 2011 average (£1 = Rs. 119, HMRC approved rate) to allow comparisons based on constant prices. Cumulative net attributable income change, or NAIC, (reported above as additional income) is calculated by adding NAIC generated each programme year: based on **Table 1**, by April 2017 this is Rs. 2,142,260,880.

However, it should be noted that in the short-term, the Opening Portfolio is unlikely to meet quantitative milestones at the outcome- and impact-levels. The nature of market systems programmes, which adopt a facilitative and adaptive approach, is that the ‘trajectory of change’ is much slower than in traditional direct delivery programmes¹⁴. The underlying rationale is that, while taking more time to unfold, these changes are much more sustainable and large-scale. The achievement of impact is therefore closely linked with changes in the market system that are systemic: and systemic change in markets, in turn, is often slow, involving multiple players, and relating to attitudes and/or social norms that take time to alter. Based on the experience of other market systems programmes, much of impact of Samarth-NMDP Opening Portfolio interventions is therefore expected to be achieved only after the interventions have been completed, in Programme Years Three and Four. In the interim, and given its importance as the foundation for achieving sustainable outcome- and impact-level change, progress towards systemic change is covered in detail in **Section 2**.

Samarth-NMDP revises impact projections at the programme level twice per year: at end of the calendar year (in January) and at the end of the programme year (in April). Early indications are that some of the initial impact projections for the Opening Portfolio, presented here, may need to be revised downwards - based on the experiences of early implementation - while others may be revised upwards as evidence is gathered to allow assumptions to be made about indirect impact. The section below provides more detail on the projections for each sector in the Opening Portfolio:

- **Ginger**

The four-year projected outreach of the two ginger interventions is over 20,000 farmers. In terms of direct impact, sales have already been recorded through strengthening the importer-agro-vet-farmer supply chain for ginger disease management products. Importers are starting to expand into new locations, without the support of the project, by setting up their own demonstration plots. A baseline survey is currently underway in all three project districts to provide data on practice, productivity and income changes. Since the low-cost storage intervention relies heavily for impact on farmer-to-farmer copying, a separate study is ongoing to validate assumptions made about the copying ratio that can be expected, based on existing low-cost storage sites.

- **Vegetables**

The sector where most significant outreach is projected, given the identified pro-poor growth potential in the sub-sector and the number of poor engaged in vegetable production. However, delays in start-up of project activities may mean that the pace of change (when significant outreach can be expected to occur) needs to be adjusted. Initial projections were made conservatively, in terms of estimating that farmers will only benefit from one growing season in the pilot, rather than a full year. Projections will therefore need to be revised early in Programme Year Two.

- **Dairy**

Impact projections have been made for the three active intervention areas in dairy, but not for the set of ‘scale-up’ interventions which were put on hold pending further market analysis. As a result of a detailed scoping study at project start-up, the ‘feed’ intervention was significantly reduced in scope. While feed has the smallest projected outreach, overall expected impact should be balanced by bringing on board at least one of the ‘scale-up’ interventions, which is expected to take place in the calendar year. However, all projections will therefore need to be revised and re-validated in early Programme Year Two.

- **Fish**

Given the data gaps and lack of evidence to make assumptions about likely copying and crowding-in ratios, a conservative projection has been made just for direct impact and for only the two years

¹⁴ See the DFID/SDC ‘M4P Synthesis Paper’; and the DFID-commissioned ‘Review of M4P Evaluation Methods and Approaches’

of project implementation. Projections for indirect impact will be made after the planned brood and fish feed market assessments, which will also allow impact to be more accurately estimated over the four-year period where Samarth-NMDP will measure change.

- **Pigs**

Due to the nature of the pilot (on improved breed, meaning the time required to provide 'proof of concept' for this new pro-poor innovation will be much longer than for other sectors), no projections for indirect impact have been made. Projections will be revisited mid-way through the pilot to estimate potential crowding-in and copying ratios, based on evidence. Since improved breed takes a number of years to impact on farm-level productivity, it can be expected that benefits will accrue substantially beyond the end of the intervention – and well beyond the four year period of impact measurement.

Output-level

Output 1: The underlying pro-poor performance of rural sectors – particularly agriculture – is improved

During the first year of the programme, interventions began across an Opening Portfolio consisting of five agricultural sub-sectors: signifying the first ever set of M4P projects implemented in Nepal. Through a flexible and process-driven approach to implementation, a number of these interventions in the Opening Portfolio are already showing signs of tangible progress towards achieving market system change. These achievements are outlined in **Section 2**.

Portfolio development has also been a focus during year one, with a pipeline of future projects established, and criteria and a process now in place for selecting future partners and sectors. Work is underway on two additional rural sectors beyond the Opening Portfolio. Achievements under this output for year one have therefore set a strong foundation for the programme to grow and develop in an iterative manner that seeks to exploit the synergies between interventions and sectors to deliver greater impact¹⁵.

Output 2: The capacity for effective pro-poor market development among key stakeholders – including government, NGOs, donors and research organisations – throughout Nepal is enhanced, leading to positive and sustained practice change

During the first year of the programme, substantial capacity building has been provided to all 'Implementing Partners' on the M4P approach¹⁶. This has contributed to significant changes in the actions of four Implementing Partner organisations - CEAPRED, iDE, Mercy Corps and Practical Action - over the course of the first year of the programme, where there has been a marked improvement in consistency of approach and activities that are in line with market development principles. An online Knowledge Hub has been created and is being used by project teams to ask questions and share information about market systems approaches and to store/share files and arrange events, etc. The Knowledge Hub currently consists of over 50 members from the Samarth-NMDP Core Team and Implementing Partners.

Samarth-NMDP also contributed to the incorporation of market development principles into the Agriculture Development Strategy (2015-2035) (ADS). This is significant, since any current or future development

¹⁵ The Samarth-NMDP [Annual Business Plan for 2013-2014](#) sets a target to launch 6 new projects in Programme Year Two, either in existing sectors (through new interventions) or in new sectors.

¹⁶ Implementing Partners are the organisations implementing Samarth-NMDP projects in partnership with the core team.

initiatives that seek to align with government priorities are required to consider the ADS when developing programme content.

By the time Samarth-NMDP's input ended in mid-2012, the following recommendations had been successfully incorporated in government plans and strategies:

- Using the private sector more effectively in the implementation of the ADS;
- Developing policies to support more investment by the private sector in agriculture;
- Sharing resources with the private sector in implementation; and finally
- Using market development principles to engage with the private sector.

Samarth-NMDP has also developed and started the implementation of a clear strategy to achieve changes in the business enabling environment (BEE). In line with the M4P approach, the programme is approaching BEE reform from a systemic perspective – aiming to improve the incentives and capacity of players in the system to interact more effectively in the long term. The BEE reform intervention will work with key stakeholders - policy makers and implementers (typically government), advocacy groups (e.g. Chambers of Commerce and industry associations), media (as a platform for debate and dialogue and a means to reach large number of people), research providers (to help ensure advocacy and policy-making is evidence-based) and others.

The Nepal Market Development Forum (MDFN) was established and the first meeting held on 8th March 2013. The MDFN is a forum for organizations and institutions that are committed to utilizing and promoting the making markets work for the poor (M4P) approach in Nepal. The forum aims to build on experiences in Nepal, and elsewhere, of the successful application of M4P. The first meeting was attended by implementing partners of Samarth-NMDP: membership will be expanded in Programme Year Two to include a range of stakeholders including other stakeholders from government and civil society.



Picture 1: First meeting of the MDF

Table 1: Aggregated summary impact projections, correct as of April 2013¹⁷

Intervention	After implementation year	Net attributable income change (NAIC). (total Rs., year by year total NAIC)	Outreach (cumulative, total)	Outreach (cumulative, direct)	Outreach (cumulative, indirect)	Change in comp./ product.	Change in business practice	Accessing new/ improved services
Ginger	1 (Nov. 2013)	21,503,100	2,095	2,095	0	2,095	2,619	2,835
	2 (Nov. 2014)	83,375,460	7,133	5,857	1,526	7,133	8,917	9,558
	3 (Nov. 2015)	173,108,400	14,420	9,485	5,204	14,420	18,025	19,278
	4 (Nov. 2016)	277,800,240	20,692	10,349	11,017	20,692	25,865	27,390
Vegetables	1 (Dec. 2013)	59,915,300	14,170	14,170	0	14,170	14,170	14,170
	2 (Dec. 2014)	252,001,512	28,340	28,340	0	28,340	28,340	28,340
	3 (Dec. 2015)	339,557,232	37,060	28,340	8,720	37,060	37,060	37,060
	4 (Dec. 2016)	445,372,356	47,960	28,340	19,620	47,960	47,960	47,960
Dairy	1 (Dec. 2013)	22,640,000	4,070	4,070	0	4,070	4,070	6,070
	2 (Dec. 2014)	51,712,000	9,500	9,500	0	9,500	9,500	14,500
	3 (Dec. 2015)	93,734,400	17,870	17,030	840	17,870	17,870	27,670
	4 (Dec. 2016)	149,382,400	28,730	26,390	2,340	28,730	28,730	44,530
Fish	1 (Feb. 2014)	28,257,120	2,520	2,520	0	2,520	3,150	3,150

¹⁷ Full annotations and explanations for the projections are made in [Annex I](#).

	2 (Feb. 2015)	84,771,360	5,040	5,040	0	5,040	6,300	6,300
	3 (Feb. 2016)	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	4 (Feb. 2017)	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Pigs	1 (Feb. 2014)	0	0	0	n/a	0	0	n/a
	2 (Feb. 2015)	6,480,000	1600	1600	n/a	1600	1600	n/a
	3 (Feb. 2016)	22,680,000	5,600	5,600	n/a	5,600	5,600	n/a
	4 (Feb. 2017)	29,970,000	7,400	7,400	n/a	7,400	7,400	n/a
Aggregated programme projection¹⁸	1 (Apr. 2014)	132,315,520	22,855	22,855	0	22,855	24,009	26,225
	2 (Apr. 2015)	478,340,332	51,613	50,337	1,526	51,613	54,657	58,698
	3 (Apr. 2016)	629,080,032	74,950	60,455	14,764	74,950	78,555	84,008
	4 (Apr. 2017)	902,524,996	104,782	72,479	32,977	104,782	109,955	119,880

¹⁸ This aggregated programme projection is made against the end of the programme year (April), not the end of each project year (which varies, depending on their start date).

2. Sector progress towards systemic change

Portfolio Management

Samarth-NMDP operates a portfolio approach to the development and delivery of interventions. This involves maintaining a flexible mix of markets, entry points, partners and types of intervention activity. Under this approach, Samarth-NMDP is less concerned with the performance of individual elements of the portfolio than with the overall performance of the portfolio. Unsuccessful elements can be dropped, new elements added and successful elements built upon or scaled up. This drop-add-build approach is harder to achieve with a strategy based on a single partner, entry point or type of activity. Intervention management has a focus on learning and adapting: making mid-stream adjustments to respond to changing market conditions, new opportunities or emerging risks - and supported by information generated through the results management system¹⁹.

The opening portfolio consists of 10 interventions in 5 sub-sectors, each expected to last two years:

Table 2: Summary of Opening Portfolio

Sub-sector	Summary	Status (as of April 2013)
Ginger	2 interventions: disease management and low cost storage; in Far East and Central Regions. Project Budget ²⁰ : £400,000	This project started 26/11/2012 Project spend to-date ²¹ : £42,300 Programme spend to-date £124,800 ²² :
Vegetables	2 interventions: to improve access to seed supply and improved access to markets; in Central Region. Project Budget: £520,000	This project started 14/12/2012. Project spend to-date: £50,500 Programme spend to-date: £124,500
Dairy	3 interventions: access to forage seed, access to improved vet services and study for feed; in Central Region. Project Budget: £518,000	This project started 01/12/2012. Project spend to-date: £41,000 Programme spend to-date: £171,300
Pigs	1 intervention to improve production with farmers' access to improved parent breed stock; in Far East and Far West Regions. Project Budget: £459,000	This project started 08/03/2013. Project spend to-date: £23,500 Programme spend to-date: £124,200
Fish	2 interventions: improved access to better fish seed, and fish feed; in Far East and Central Regions. Project Budget: £259,000	This his project started 6/2/2013. Project spend to-date: £23,800 Programme spend to-date: £78,100

¹⁹ Results management is an 'improved' M&E system that operates as an essential management tool to meet the needs of market systems programmes like Samarth-NMDP, who rely on a constant flow of *useful* information to adapt and improve.

²⁰ Project budgets are the budgets approved by DFID for each sub-sector project under the Implementation and Capacity Building Support Fund (see Programme Note).

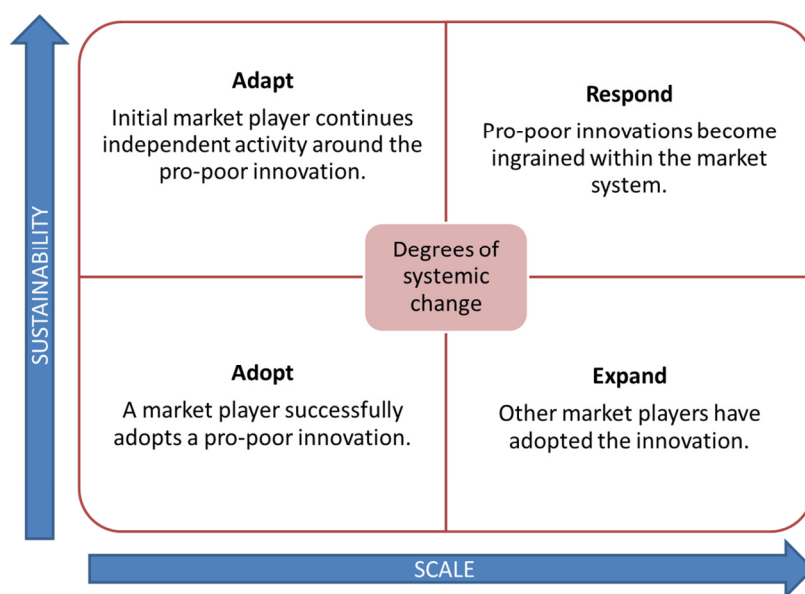
²¹ Implementing Partner spend against project budget.

²² Programme spend is an estimate of the human resources invested by Samarth-NMDP in each sub-sector. This includes apportioned Samarth-NMDP core team staff time and technical assistance in project design and implementation, but excludes operating costs (overheads) and staff time and technical assistance which was not related to a specific sub-sector (and instead contributed towards Output 2, Strategic Reviews of Output 1, and programme-level results management and gender and social inclusion).

Measuring systemic change

Samarth-NMDP works to improve the pro-poor performance of rural sectors - particularly in agriculture - by enacting systemic change in key market systems. For changes to be 'systemic' they must address the underlying causes for the 'under-performance' of the market system as a whole and of poor people within in. The market systems approach places significant initial focus on the process of change in market systems (in rules, incentives and capacities), rather than on final impact at the beneficiary-level (improved incomes), per se.

Samarth-NMDP has a robust and clearly-defined framework to measure progress towards achieving systemic change. This is based on four key stages (or *degrees*) of systemic change that exhibit different levels of sustainability and scale²³.



Evidence of sector progress towards systemic change

The following section describes progress towards systemic change in Programme Year One for each sector in the Opening Portfolio²⁴.

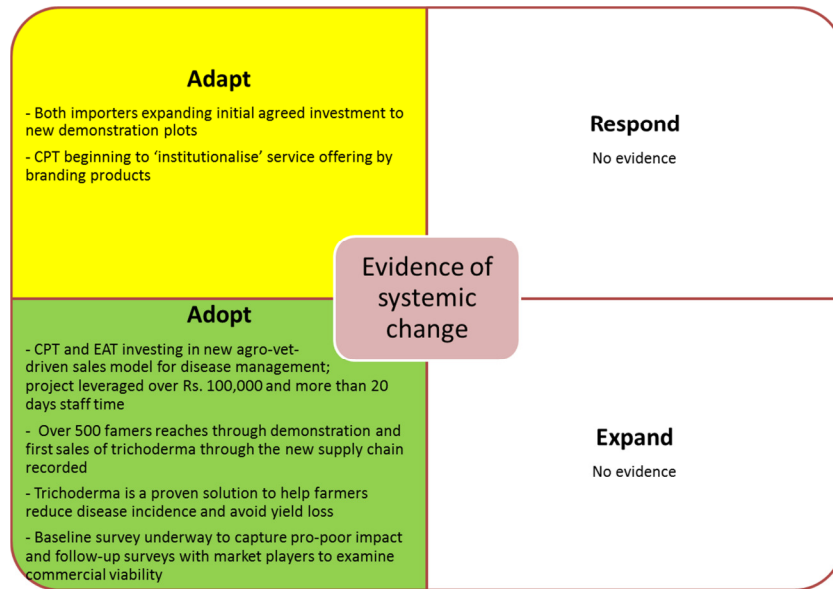
Ginger

In ginger, as of April 2013, Samarth-NMDP has successfully facilitated two national importers, Crop Pro Tech (CPT) and Everest Agro Tech (EAT), to pilot a new business model to supply and sell trichoderma and other disease management products to small-scale farmers through an agro-vet-driven sales network. Evidence of progress towards the first degree of systemic change - 'adoption' - has been recorded: CPT is

²³ The [Results Management System User Manual](#) details the qualitative and quantitative measurement tools which are used to record evidence of change at each of these degrees of systemic change. The logframe measures quantitative changes in the "number of sectors where there is evidence of progress towards systemic change" (defined as market players successfully 'adopting' or 'adapting' a new pro-poor innovation within a market system) and the "number of sectors where there is evidence of replication" (defined as 'crowding-in' by market players and 'copying' by farmers and small-scale entrepreneurs within market systems – synonymous with the 'expand' and 'respond' degrees of systemic change).

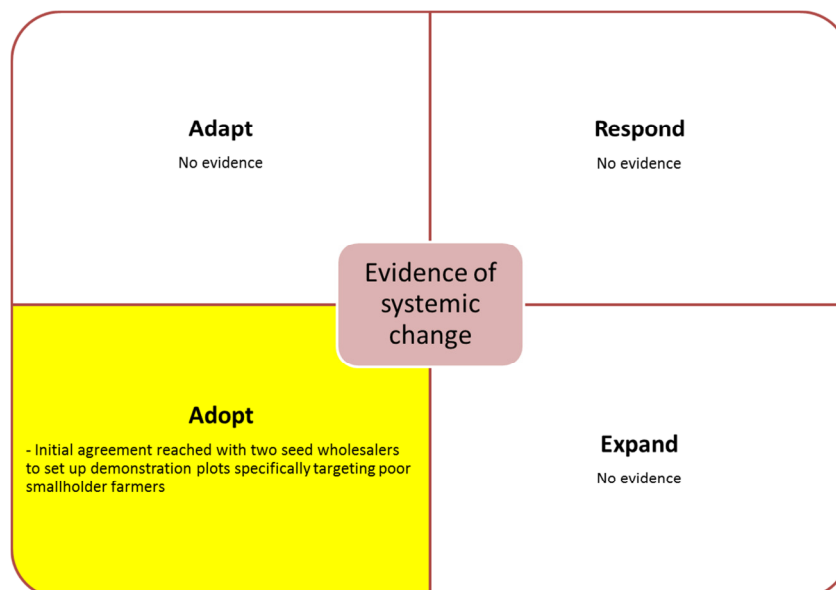
²⁴ Colour-coding the degrees of systemic change helps 'quantify' progress towards systemic change for the purposes of reporting on binary milestones contained in the logframe. 'Green' ratings indicate that evidence has been collected that the degree has been reached in an intervention in the sub-sector. 'Yellow' ratings indicate that some evidence has been collected but the degree has not yet been reached. Blank indicates that there is no evidence of progress towards the degree.

currently targeting smallholder farmers (through demand stimulation and on-site sales) in high-potential ginger pockets in Makawanpur and Ilam, with EAT targeting farmers in Palpa. 21 demonstration sites have been established across these three districts, 15 conducted with technical support from the Samarth-NMDP team. Potential signs of ‘adaption’ have also been recorded: the 6 additional pilots were conducted solely by the private sector partners, without any project support, and at least one importer has started to ‘re-brand’ the bio-fungicide, trichoderma, with their own labels and a new product name. **Section 3** profiles the ginger disease management intervention in more detail.



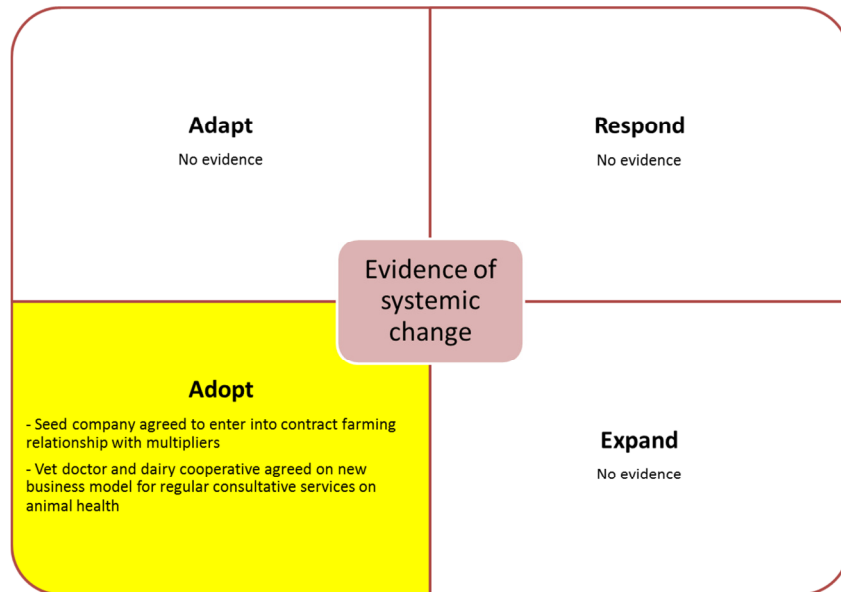
Vegetables

In the seed market system, 2 seed wholesalers have taken the first steps towards piloting a new agro-vet-driven sales network for seed packages, with the aim of targeting a new market segment of smallholder farmers. Evidence that the market players are buying-into to this model has yet to be collected, however, seed wholesalers have committed to invest their own resources - both human and financial - in setting up demonstration plots in 2 districts.



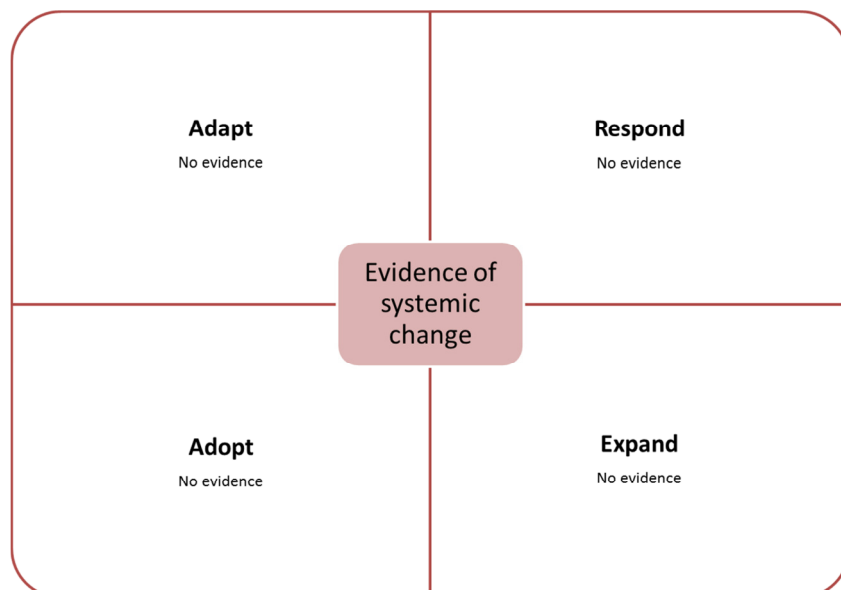
Dairy

In forage, links between seed companies and seed multipliers have been created, and a source seed (Teosinte) identified and booked from the government farm of Nepal. Plans are underway for a training of trainers for the seed companies to allow their staff to conduct seed multiplication training to forage seed multipliers. After entering into a 'buy-back' guarantee with seed multipliers, seed companies will stock, supply and support marketing of forage seed through their distribution network – with retailers selling on forage seed to dairy farmers to realise productivity gains. In animal health, Samarth-NMDP has brokered an agreement between a veterinary doctor and a cooperative in Chitwan District, whereby the cooperative members have agreed to pay a regular premium to guarantee the visit of the doctor for counseling services: access to quality animal health services to address livestock morbidity and mortality is a critical problem facing smallholder dairy farmers.



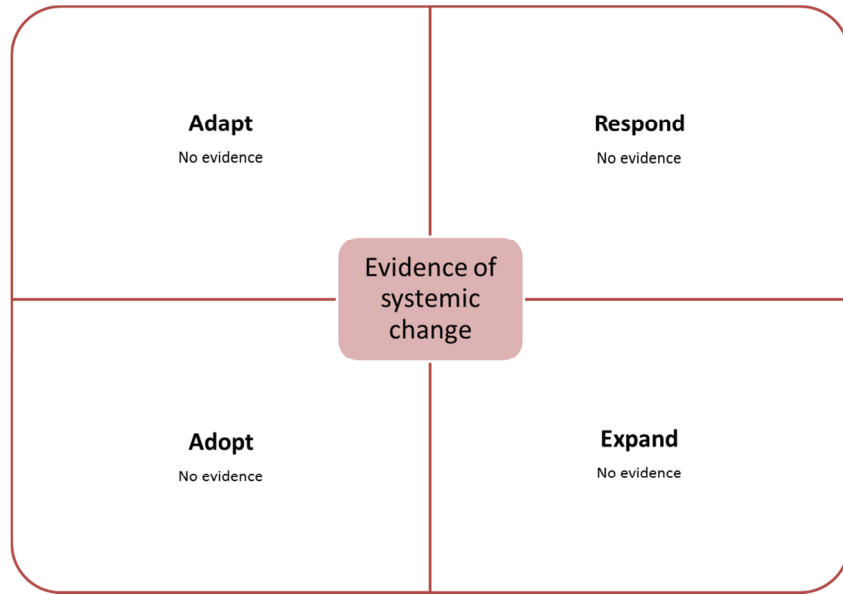
Fish

As of the end of the programme year, the newly-established fish project was beginning scoping work to assess the economic viability of fish feed and seed products for small-scale farmers. The first steps towards market players 'adopting' a new pro-poor innovation in fish feed are expected to take place in May 2013, with the establishment of test ponds in lead farmers and hatcheries.



Pigs

As the newest Samarth-NMDP project, activities were yet to begin by the end of programme year one.



3. Year one highlights

Creating opportunities for poor ginger farmers to access sustainable disease management solutions

An estimated 50% of ginger farmers in Nepal suffer from disease in their ginger crops²⁵. In some instances, disease prevalence - primarily of rhizome rot - is so high that near total crop failure results. As a consequence, and despite some positive trends in the productivity and profitability of ginger farming over the last decade, the spread of rhizome rot over the last few years has led to farmers 'stepping out' from ginger production due to their inability to manage the disease.

Many development projects have worked on addressing ginger disease in the past, particularly through use of a bio-fungicide, trichoderma, which is a proven solution for controlling rhizome rot if used correctly. However, these projects have often distributed trichoderma directly to farmers, or through local authorities – but this has not resulted in a steady or sustained access to the product. Farmers have not received the information they need to know in order to use trichoderma correctly, and the supply of the product has been limited to the times and areas where projects have intervened.



Picture 2: CPT ginger demonstration in Makwanpur

Samarth-NMDP has taken a different approach, based on market systems thinking, instead helping to build a sustainable supply chain which links national importers of trichoderma with a network of local agro-vets, who in turn provide embedded services to small-scale farmers. Samarth-NMDP intervenes to unlock the incentives of two of these importers, of Everest Agro-Trade (EAT) and Crop Pro Tech (CPT), working to strengthen their network of contacts with agro-vets and to run demonstration plots²⁶. The aim is to develop a 'win-win' solution for both farmers and importers: small-holder farmers will have improved access to an essential product, and therefore increased yields and incomes – and importers will record growth in trichoderma sales, and therefore increase their profits.

Importers have so far trained a total of 22 Agro-Vets across three districts (9 in Makwanpur, 6 in Ilam, and 7 in Palpa), and have carried out 15 demonstrations aimed at promoting the effectiveness of trichoderma for ginger disease management (5 in each of the 3 districts). Six additional demonstrations were initiated and completed by importers in non-project sites (2 in Ilam, 2 in Makwanpur, and 2 in Palpa). Over 600 farmers (149 in Palpa, 359 in Makwanpur and 110 in Ilam) have visited the demonstration plots, and a baseline survey is underway to estimate the knowledge, attitudes and practices of these ginger farmers for controlling rhizome rot. In total, over 20,000 poor ginger farmers are expected to benefit from improved incomes as a result of the Samarth-NMDP intervention.

Mr. Nagendra Pandey, Executive Director, EAT, has said *"We are very happy that the Samarth project gives full responsibility to the private sector to develop and sustain market linkages. I did not know that such a joint venture between development agencies and market actors was possible. We have only been involved previously in donor-funded projects that disburse funds and extract reports from us in return."*

²⁵ Highlight based on Samarth-NMDP ginger sub-sector strategy and implementation plan, and results management data collected in the 'disease management' intervention guide.

²⁶ Leverage, a key indicator of sustainability, has been recorded: CPT and EAT have placed initial orders for over 150 kg. of powdered and 50 litres of liquid trichoderma from their Indian suppliers. Over 20 days staff time and 'in-kind' contributions of office premises have also been secured. In Ilam, the District Agriculture Development Office (DADO) donated their premises 'in-kind' to host an agro-vet sensitization workshop and agreed to contribute staff time to raise awareness about CPT demo plots in the area.

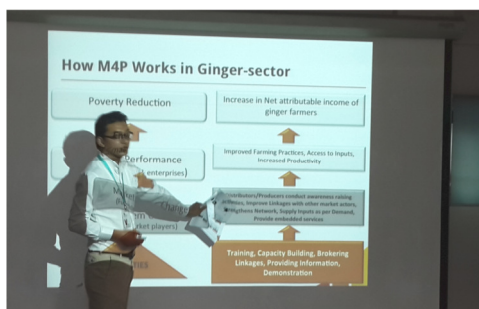
Mr. Pandey further said, “This project has helped us in increasing our outreach. We have [a] direct incentive in reaching more farmers and providing embedded services such as information on disease management through [the] correct application of Trichoderma, as well as sustainable farm practices [like] intercropping. Sharing such information with farmers will make the market more sustainable for us by facilitating strong relationships with the buyers of Trichoderma.”



Picture 3: An agro-vet selling Trichoderma in Illam

Mr. Rajesh Shrestha, Executive Director of CPT, shared his past experience working in Palpa district, one of the project sites of Samarth-NMDP: “We have in the past supplied Trichoderma to the farmers of Palpa district through an NGO who distributed the bio-fungicide at a subsidized rate. After the project phased out, and with it the temporary supply linkage provided by the NGO, Crop Pro Tech could not supply the product to the farmers as we lacked a formal channel despite the demand. In this scenario, we have not been able to strengthen our supply chain, and as a result, both the suppliers and the farmers have suffered. By strengthening the market and building market linkages, Samarth project is supporting the private sector as well as the farmers in a more sustainable manner.”

Creating awareness and engagement in Nepal about the pro-poor benefits of adopting a market systems approach



Picture 4: Samarth-NMDP raising awareness of the M4P approach

Samarth-NMDP is the first ever development programme in Nepal to apply a *Making Markets Work for the Poor* (M4P) approach. As such, an explicit aim of Samarth-NMDP is to influence other actors in Nepal – be they donors, NGOs or the government – to take on board M4P principles and apply them in their policies, strategies and programmes. In other words, to move poverty reduction approaches in Nepal away from just working directly with the poor, to instead begin thinking about how to stimulate sustainable changes in the systems that are working *around* the poor.

Before Samarth-NMDP, there has been limited application of the core M4P principles of sustainability (market capability to ensure that relevant, differentiated goods and services continue to be offered to and consumed by the poor beyond the period of an intervention), scale (ability to reach large numbers of beneficiaries at lower costs to interventions) and the role of development projects as temporary ‘facilitators’, who sit outside of the market systems they are trying to change.

Indeed, Samarth-NMDP emerges from the recognition of the weak performance of many development interventions in Nepal over the last few decades. For example, a recent DFID review²⁷ of support in agriculture commented on the “*projectised, bits and pieces approaches that have often not sustained results*”. The perception of much economic development aid as being small and scattered and of limited efficacy is not, of course, confined to Nepal – and is one of the key reasons for a wider re-think towards more systemic approaches – but it is particularly marked in Nepal. NGO or government-implemented efforts have typically not achieved the desired results. Although there are many donor-funded schemes currently being implemented in the country, in general these are not substantially different from the ‘failed’ approaches of the past, focusing on symptoms rather than causes and often creating dependence rather than stimulating change.

²⁷ DFID presentation on APPSP overview and lessons, APPSP Completion Meeting, 2009

Through Samarth-NMDP, some of the significant development actors in Nepal have now gained their first exposure to taking a more systemic approach to poverty reduction. Four organisations have begun implementing their first M4P project in Nepal, in partnership with Samarth-NMDP²⁸. Starting from different levels of capacity in M4P and interpretations of the approach, each of these four organisations have demonstrated clear improvements in understanding and application of pro-poor market development.

Through promotional materials, presentations and targeted ‘one-to-one’ introduction meetings, wider stakeholders – particularly other donors operating in Nepal – have been introduced to M4P²⁹. While it is still too early in the programme to enable stakeholders to fully comprehend and adopt a market systems approach, a vital first step has been achieved towards eventual behaviour change: moving from ‘un-awareness’ to ‘awareness’ as outlined in Samarth-NMDP’s theory of change in figure one, on the right.

In addition to the wider stakeholder engagement, Samarth-NMDP has set up the Market Development Forum for Nepal (MDFN) with a core group of implementing partners. The MDFN became fully functional by the end of the first Programme year, and has itself engaged with a wider group of government and non-government stakeholders including ICIMOD, FNCCI/AEG, NGOs and other development agencies.

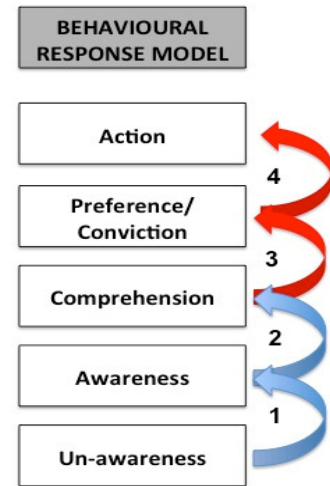


Figure 1: Steps towards behaviour change

²⁸ Three International NGOs (iDE, Practical Action and Mercy Corps); one NGO (CEAPRED) and one Nepal-based consulting firm (DevTech)

²⁹ Such as USAID and DANIDA

Annex I: Aggregated impact projections, as of April 2013 – fully annotated and by intervention

Sub-sector	Intervention (overlap)	After implementation year	Net attributable income change (NAIC) (total Rs., year by year total NAIC) ³⁰	Outreach (cumulative, total) ³¹	Outreach (cumulative, direct)	Outreach (cumulative, indirect)	Change in comp./ product. ³²	Change in business practice ³³	Accessing new/ improved services
Ginger	Disease management	1 (Nov. 2013)	9,983,100	1555	1555	0	1555	1944	2160
		2 (Nov. 2014)	29,615,460	4613	4,417	446	4613	5767	6408
		3 (Nov. 2015)	57,908,400	9020	8,045	1244	9020	11275	12528
		4 (Nov. 2016)	70,440,240	10972	8909	2332	10972	13715	15,240
	Low-cost storage (-25% ³⁴)	1 (Nov. 2013)	11,520,000	540	540	0	540	675	675
		2 (Nov. 2014)	53,760,000	2520	1440	1080	2520	3150	3150
		3 (Nov. 2015)	115,200,000	5400	1440	3960	5400	6750	6750
		4 (Nov. 2016)	207,360,000	9720	1440	8685	9720	12150	12150

³⁰ For ease of reference, *projections* are not disaggregated by direct / indirect impact. However, *reported results* (at the level of NAIC and outreach) will be disaggregated by direct and indirect impact.

³¹ Projections do not disaggregate between male and female beneficiaries, since the evidence-base and data underpinning the impact projections are not complete enough to allow for a credible estimate of gender disaggregated impact. However: 1) projections will be updated, as far as possible, during Programme Year Two to reflect gender disaggregation, as a result of research already commissioned by Samarth-NMDP into gender and social dimensions in existing sectors – see the Gender and Social Inclusion Strategy; and b) all reported results will be disaggregated by gender at the level of NAIC and outreach.

³² Improvements in productivity and competitiveness (e.g. yield, price differential, quality, cost-saving) relate to a specific box in each intervention results chain. For example: number of farmers increasing ginger yields (kilos harvested per ropani); number of dairy farmers improving yield (litres per cow) and quality (% fat content) of milk; number of farmers receiving higher margin on vegetables sold through collection centre. Defined in each intervention results chain.

³³ Significant change in business practice is defined at the start of each intervention and relates to a specific box in each intervention results chain. For example: number of farmers purchasing and correctly using an effective ginger disease management solution; number of dairy farmers feeding improved quality forage to their cattle; number of farmers selling their vegetables through collection centres. Defined in each intervention results chain.

³⁴ Same intervention districts: Palpa, Illam and Makwanpur

Vegetables 35	SUB-SECTOR TOTAL	1 (Nov. 2013)	21,503,100	2,095	2,095	0	2,095	2,619	2,835
		2 (Nov. 2014)	83,375,460	7,133	5,857	1,526	7,133	8,917	9,558
		3 (Nov. 2015)	173,108,400	14,420	9,485	5,204	14,420	18,025	19,278
		4 (Nov. 2016)	277,800,240	20,692	10,349	11,017	20,692	25,865	27,390
	Seed market	1 (Dec. 2013)	39,780,000	13000	13000	0	13000	13000	13000
		2 (Dec. 2014)	171,220,500	26000	26000	0	26000	26000	26000
		3 (Dec. 2015)	232,551,000	34000	26000	8000	34000	34000	34000
		4 (Dec. 2016)	305,464,000	44000	26000	18000	44000	44000	44000
	Aggregation function (-90%³⁶)	1 (Dec. 2013)	20,135,300	1170	1170	0	1170	1170	1170
		2 (Dec. 2014)	80,781,012	2340	2340	0	2340	2340	2340
		3 (Dec. 2015)	107,006,232	3060	2340	720	3060	3060	3060
		4 (Dec. 2016)	139,908,356	3960	2340	1620	3960	3960	3960
	SUB-SECTOR TOTAL	1 (Dec. 2013)	59,915,300	14,170	14,170	0	14,170	14,170	14,170
		2 (Dec. 2014)	252,001,512	28,340	28,340	0	28,340	28,340	28,340
		3 (Dec. 2015)	339,557,232	37,060	28,340	8,720	37,060	37,060	37,060
		4 (Dec. 2016)	445,372,356	47,960	28,340	19,620	47,960	47,960	47,960
Dairy	Veterinary services	1 (Dec. 2013)	5,376,000	2000	2000	0	2000	2000	4000
		2 (Dec. 2014)	13,440,000	5000	5000	0	5000	5000	10000
		3 (Dec. 2015)	26,342,400	9800	9800	0	9800	9800	19600

³⁵ Possible overlap in Palpa district between vegetables and ginger (engaging similar agro-vets). To be verified once intervention activities gather pace in vegetables.

³⁶ Same commercial pockets in same districts in Palpa, Syangja, Kaski, Tanahu, Rupandehi and Kapilbastu

		4 (Dec. 2016)	42,470,400	15800	15800	0	15800	15800	31600	
	Access to forage (-40%³⁷)	1 (Dec. 2013)	8,528,000	1230	1230	0	1230	1230	1230	
		2 (Dec. 2014)	17,056,000	2460	2460	0	2460	2460	2460	
		3 (Dec. 2015)	33,072,000	4770	4350	420	4770	4770	4770	
		4 (Dec. 2016)	55,120,000	7950	6870	1080	7950	7950	7950	
	Access to feed (-40%³⁸)	1 (Dec. 2013)	8,736,000	840	840	0	840	840	840	
		2 (Dec. 2014)	21,216,000	2040	2040	0	2040	2040	2040	
		3 (Dec. 2015)	34,320,000	3300	2880	420	3300	3300	3300	
		4 (Dec. 2016)	51,792,000	4980	3720	1260	4980	4980	4980	
	SUB-SECTOR TOTAL	1 (Dec. 2013)	22,640,000	4,070	4,070	0	4,070	4,070	6,070	
		2 (Dec. 2014)	51,712,000	9,500	9,500	0	9,500	9,500	14,500	
		3 (Dec. 2015)	93,734,400	17,870	17,030	840	17,870	17,870	27,670	
		4 (Dec. 2016)	149,382,400	28,730	26,390	2,340	28,730	28,730	44,530	
	Fish	Fish feed	1 (Feb. 2014)	24,837,120	1920	1920	0	1920	2400	2400
			2 (Feb. 2015)	74,511,360	3840	3840	0	3840	4800	4800
			3 (Feb. 2016)	-	-	-	-	-	-	-
4 (Feb. 2017)			-	-	-	-	-	-	-	
Fish seed (-50%³⁹)		1 (Feb. 2014)	3,420,000	600	600	0	600	750	750	

³⁷ Similar commercial pockets in same districts in Chitwan, Dhading, Tanahu, Gorakha and Nawalparasi)

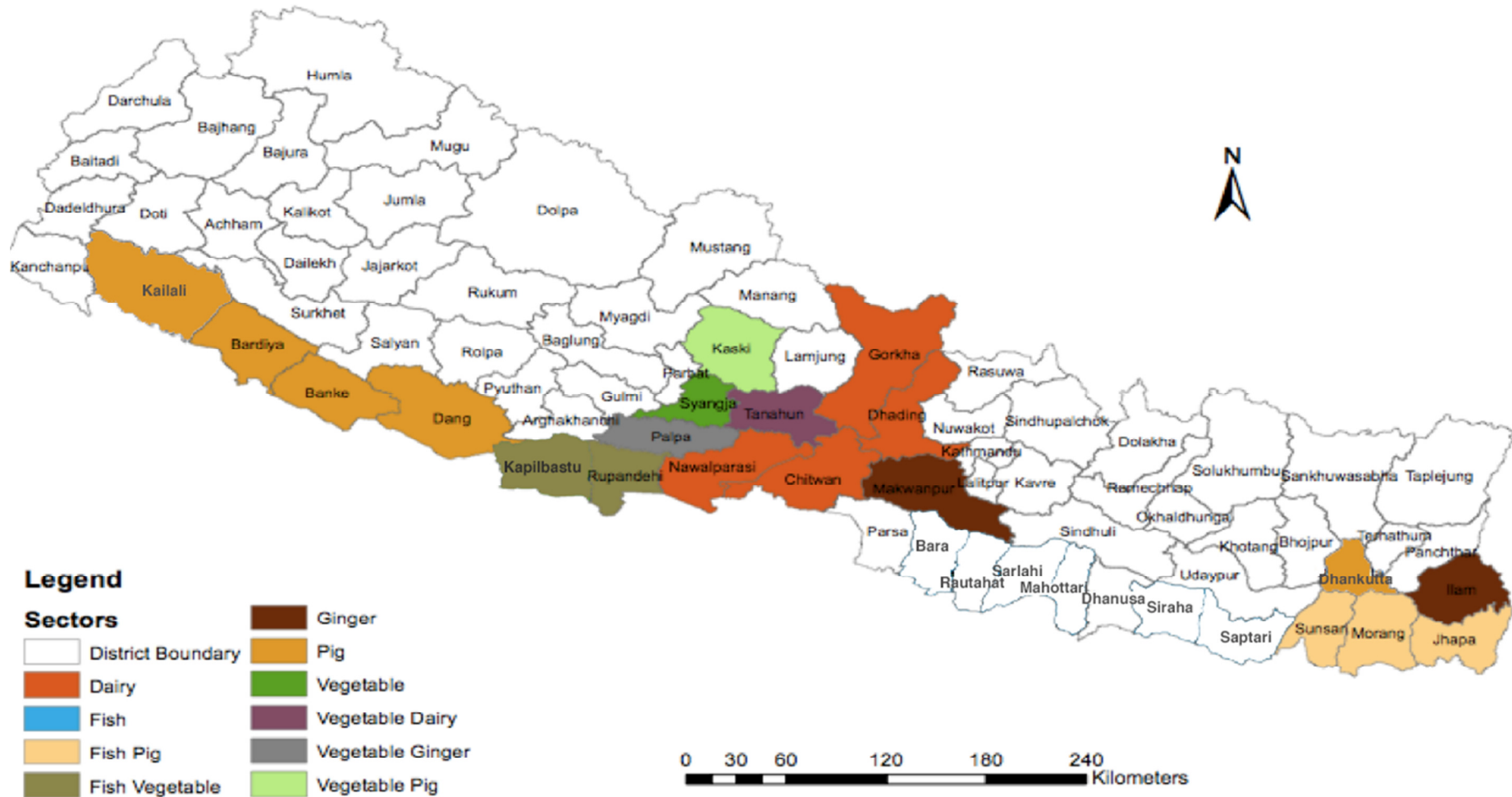
³⁸ Ibid. Double discount made for feed (those who benefit from improved feed have benefitted from access to forage who in turned benefited from animal health services)

³⁹ Separate districts but potential for large overlap in year 2 (to be clarified by rapid market assessment)

		2 (Feb. 2015)	10,260,000	1200	1200	0	1200	1500	1500
		3 (Feb. 2016)	-	-	-	-	-	-	-
		4 (Feb. 2017)	-	-	-	-	-	-	-
	SUB-SECTOR TOTAL	1 (Feb. 2014)	28,257,120	2,520	2,520	0	2,520	3,150	3,150
		2 (Feb. 2015)	84,771,360	5,040	5,040	0	5,040	6,300	6,300
		3 (Feb. 2016)	-	-	-	-	-	-	-
		4 (Feb. 2017)	-	-	-	-	-	-	-
Pigs	Improved breed	1 (Feb. 2014)	0	0	0	-	0	0	-
		2 (Feb. 2015)	6,480,000	1600	1600	-	1600	1600	-
		3 (Feb. 2016)	22,680,000	5,600	5,600	-	5,600	5,600	-
		4 (Feb. 2017)	29,970,000	7,400	7,400	-	7,400	7,400	-
	SUB-SECTOR TOTAL	1 (Feb. 2014)	0	0	0	-	0	0	-
		2 (Feb. 2015)	6,480,000	1600	1600	-	1600	1600	-
		3 (Feb. 2016)	22,680,000	5,600	5,600	-	5,600	5,600	-
		4 (Feb. 2017)	29,970,000	7,400	7,400	-	7,400	7,400	-
AGGREGATE PROJECTION⁴⁰	1 (Apr. 2014)	132,315,520	22,855	22,855	0	22,855	24,009	26,225	
	2 (Apr. 2015)	478,340,332	51,613	50,337	1,526	51,613	54,657	58,698	
	3 (Apr. 2016)	629,080,032	74,950	60,455	14,764	74,950	78,555	84,008	
	4 (Apr. 2017)	902,524,996	104,782	72,479	32,977	104,782	109,955	119,880	

⁴⁰ Aggregate projections made against end of programme year (April each year), not end of each project year (which varies, depending on their start date).

Annex II: Map of opening portfolio districts, with intervention overlap



Annex III: VfM delivery

Samarth-NMDP has developed a robust value for money framework based on the ‘three Es’ approach used by DFID and the National Audit Office⁴¹. To maximise benefits for a given amount of expenditure, Samarth-NMDP has built in procurement and financial controls, as well as robust mechanisms for how the programme designs and implements interventions and allocates resources.

Economy

Measures of economy help Samarth-NMDP understand what is driving costs to make sure the programme gets the desired quality at the lowest price. Where Samarth-NMDP works with Implementing Partners, it influences them to do the same. Each intervention is assessed against pre-defined benchmarks, which take into account unit costs (such as vehicle hire, consultants, meeting costs) of other Samarth-NMDP interventions and similar initiatives (e.g. other DFID programmes) in Nepal. Service provider rates are negotiated based on these benchmarks and the performance of service providers routinely assessed.

Samarth-NMDP is performing well against its economy indicators. As of April 2013, 90% of programme personnel (Core Team plus Implementing Partners) are nationals; the programme has a very competitive average fee rate in project teams of £21.53 per day; and overheads (defined in the Samarth-NMDP VfM framework as accommodation, travel, office set-up, expenses) as a percent of total spend are 15, which is expected to further reduce as intervention costs increase over year two.

Samarth-NMDP has robust procurement practices, as outlined in the programme’s business processes and governance framework. Multiple suppliers are considered, and fitness for purpose is thoroughly assessed. Procurement decisions are subject to robust ASI controls. The ASI Nepal Standard Operating Procedures provides a framework for project operations, human resource management, anti-fraud/corruption, finance and logistics for all ASI operations in Nepal.

Efficiency

Efficiency requires delivering the maximum level of outputs for a given level of inputs. The Samarth-NMDP approach – sustainability and scale through local market players – is central to the delivery of good efficiency. Samarth-NMDP’s systems and culture have been designed to reinforce this overall approach.

Lasting, systemic change requires that important market functions are performed by market players with the capacity and incentives to undertake those roles in the long term. Samarth-NMDP aims to stimulate private and public sector players to take on new (or adapted) functions without becoming an active market player itself. As such, the market players who the project teams are working with are expected to contribute their own resources to achieve jointly agreed objectives. By April 2013, evidence of leverage had been recorded in at least one sub-sector⁴².

As of the end of Programme Year One, all 10 approved interventions in 5 sectors have sound results chains which chart how initial programme activities will lead to sustained behaviour change in both target enterprises (farmers and small-scale entrepreneurs) and market players (public and private actors). Each of these interventions has been assessed and cleared by the Proposal Review Committee, comprised of representatives from the three consortium partners (ASI, Springfield and Swisscontact), who have the power to not recommend for funding interventions are likely to not deliver good VfM.

Effectiveness and cost-effectiveness

As noted in Section 1, through its Opening Portfolio alone, Samarth-NMDP is expected to reach over 100,000 beneficiaries with an average increase in beneficiary income of £75 per year by the end of the programme. This is expected to generate over £18 million of additional income gains, against a total estimated project spend of £2.16 million⁴³.

⁴¹ See the Samarth-NMDP Value for Money Framework

⁴² In ginger, national importers (CPT and EAT) have invested over 100,000 NPR in stocks and over 20 days staff time, in addition to considerable ‘in-kind’ contribution of office premises.

⁴³ This excludes total programme spend – see page 11 for the distinction

Annex IV: Revised Samarth-NMDP Logframe

PROJECT NAME		Samarth-Nepal Market Development Programme								
IMPACT	Impact Indicator 1		Baseline	2013	2014	2015	2016	Target 2017		
To reduce poverty in Nepal by improving the incomes of poor and disadvantaged people in agriculture and other rural markets	Number of farmers and small-scale entrepreneurs experiencing positive change in annual real incomes ⁴⁴	Planned	Zero	25,000	50,000	75,000	150,000	300,000		
		Achieved								
			Source Programme results management system							
		Impact Indicator 2 ⁴⁵		Baseline	2013	2014	2015	2016		Target 2017
	Average increase in annual real incomes among affected farmers and small-scale entrepreneurs (£) ⁴⁶	Planned	Zero	40	60	80	80	80		
		Achieved								
			Source Programme results management system							
		Impact Indicator 3		Baseline	2013	2014	2015	2016		Target 2017
	Proportion of farmers and small-scale entrepreneurs who experience positive changes in annual real incomes who are women (%)	Planned	Zero	50	50	50	50	50		
		Achieved								
			Source Programme results management system							

⁴⁴ Annual real incomes are net attributable income changes stimulated by the programme's interventions

⁴⁵ The data in this indicator will be disaggregated to investigate whether women and other disadvantaged groups are experiencing the same average change in annual incomes relative to other beneficiary groups

⁴⁶ Affected farmers and small-scale entrepreneurs are those who have recorded a positive change in incomes

OUTCOME	Outcome Indicator 1		Baseline	2013	2014	2015	2016	Target 2017	Assumptions
The performance and position of poor and disadvantaged people within agriculture and other rural markets is improved	Number of farmers and small-scale entrepreneurs improving their productivity or competitiveness in market systems ⁴⁷	Planned	Zero	27,000	55,000	82,500	160,000	330,000	Political, social and security situation does not worsen significantly No additional, major shocks in the global economy – overall growth rate in Nepal does not deteriorate
		Achieved							
			Source Programme results management system						
	Outcome Indicator 2	Baseline	2013	2014	2015	2016	Target 2017		
	Number of farmers and small-scale entrepreneurs showing significant changes in their business practices ⁴⁸	Planned	Zero	30,000	60,000	90,000	170,000	360,000	
		Achieved							
			Source Programme results management system						

⁴⁷ Improvements in productivity and competitiveness (e.g. yield, price differential, quality, cost-saving) relate to a specific box in each intervention results chain. For example: number of farmers increasing ginger yields (kilos harvested per ropani); number of dairy farmers improving yield (litres per cow) and quality (% fat content) of milk; number of farmers receiving higher margin on vegetables sold through collection centres.

⁴⁸ Significant change in business practice is defined at the start of each intervention and relates to a specific box in each intervention results chain. For example: number of farmers purchasing and correctly using an effective ginger disease management solution; number of dairy farmers feeding improved quality forage to their cattle; number of farmers selling their vegetables through collection centres.

OUTPUT 1	Output Indicator 1.1		Baseline	2013	2014	2015	2016	Target 2017	Assumption	
The underlying pro-poor performance of rural sectors – particularly agriculture – is improved	Number of sectors in which strategies have been developed and implemented	Planned	Zero	5	6	8	10	10	Major environmental and climate risks do not materialise Instability in government does not lead to policy and public expenditure paralysis Other donor-funded programmes do not distort markets through direct service provision	
		Achieved								
		Source								
	Programme results management system									
	Number of sectors where there is evidence of progress towards systemic change ⁴⁹	Planned	Baseline	Zero	2	3	4	6		7
			Achieved							
Source										
Programme results management system										
IMPACT WEIGHTING (%)	Output Indicator 1.3		Baseline	2013	2014	2015	2016	Target 2017		
80%	Number of sectors where there is evidence of replication ⁵⁰	Planned	Zero	0	1	2	4	6		
		Achieved								
		Source								
Programme results management system							RISK RATING			
							Low			

⁴⁹ Evidence of progress towards systemic change refers to market players successfully ‘adopting’ and/or ‘adapting’ a new pro-poor innovation within a market system

⁵⁰ Evidence of replication refers to ‘crowding-in’ by market players and ‘copying’ by farmers and small-scale entrepreneurs within market systems. Ultimately it means market players are delivering positive change without the direct support from the programme and is a measure of sustainability.

OUTPUT 2	Output Indicator 2.1	Planned	Baseline	2013	2014	2015	2016	Target 2017	Assumptions	
The capacity for effective pro-poor market development among key stakeholders – including government, NGOs, donors and research organisations – throughout Nepal is enhanced, leading to positive and sustained practice change	Number of key stakeholders who make strategy, policy and funding decisions which reflect a pro-poor market development orientated approach ⁵¹	Planned	Zero	1	2	5	8	11	International donor policies and practices are supportive of market systems development principles All DFID growth projects follow an M4P approach Labour market conditions are supportive of programme recruitment and capacity development (low staff turnover etc.)	
		Achieved								
		Source Programme results management system								
	Extent to which the Nepal Market Development Forum operates effectively as a stakeholder-led forum for M4P practitioners	Planned	Baseline	Does not exist	Established by programme	All meetings organised and financially supported by programme	50% meetings organised and financially supported by programme	25% meetings organised by programme with no financial support		MDF operates autonomously without any support from programme
			Achieved							
			Source Programme results management system							
IMPACT WEIGHTING (%)	Output Indicator 2.3	Planned	Baseline	2013	2014	2015	2016	Target 2017	RISK RATING	
20%	Percentage increase in awareness, attitude and understanding of key stakeholders with respect to applying a pro-poor market development approach	Planned	Zero	Baseline established	10% over baseline	20% over baseline	30% over baseline	40% over baseline	Medium	
		Achieved								
		Source Stakeholder perception survey								

⁵¹ Key stakeholders refer to government, donors, NGOs, consultancies and research organisations. Stakeholder decisions must be noticeably (and positively) different as a result of exposure to the programme's influence