RESULTS MEASUREMENT FRAMEWORK (RMF) AND CAUSAL RELATION PATHWAYS

The RMF is designed to have a list of harmonized indicators that can quantify every individual element/result box of the Theory of Change. It is a critical step towards providing a structured and systematic approach to measuring, analysing, and interpreting performance outcomes. By implementing this framework, Program Managers, and Implementing Partners (IPs) will gain valuable insights into their operations, identify areas of improvement, and capitalize on strengths. Through regular monitoring and evaluation of key performance indicators (KPIs), the RMF ensures continuous progress towards set targets and facilitates agile adjustments as needed. Emphasizing transparency and collaboration, this framework serves as a powerful tool to optimize resource allocation, promote innovation, and ultimately drive sustainable success for the organization in an ever evolving and competitive landscape. Underneath the RMF we have outlined the causal relation

Impact Result	Result Level Indicator		Baseline Data	Targets	Data Sources	Data Collection Methods	Frequency
1. Small-scale food producers increase food production and incomes through market incentives, improved services, inputs, and climate-resilient practices.	Impact	**1.1.** Number of SHF with increased net income (disaggregated by gender)	0	200,000 (50% women)	Business analytics report/Baseline report/Implementing partner progress reports.	Business analytics endline analyses/ FarmFit Intelligence /Baseline/ endline evaluation	Annual
	Outcome	**1.2.** Number of SHF with off-take agreements (seasonal, annual, longer-term) either formal or informal agreements	0	200,000 (50% women)	Baseline report/Implementing partner progress reports/ Business analytics report	Business analytics endline analyses/FarmFit Intelligence/Baseline/endline evaluation	Annual
		1.3. Average increase in yield per hectare (%)	0	30%	Baseline report/Implementing partner progress reports	Business analytics endline analyses/FarmFit Intelligence/Baseline/endline evaluation	Annual
		1.4. Number of SHF diversifying production with nutritious foods	0	250,000 (50% women)	Baseline report/Implementing partner progress reports	Document review/Baseline/endline evaluation	Annual
		1.5. Number of SHF who gained access to financial services	0	100,000 (30% women)	Baseline report/Implementing partner progress reports	Document review /Baseline/endline evaluation	Annual

	Output	**1.6.** Number of SHF gained access to improved services (e.g., inputs, technology, including ICT	0	350,000 (50% women)	Baseline report/Implementing partner progress reports	Document review /Baseline/endline evaluation	Annual
		1.7. Number of knowledge products and insights generated	0	20	Baseline report/Implementing partner progress reports/ Business analytics report	Business analytics endline analyses/FarmFit Intelligence/Baseline/endline evaluation	Annual
		1.8. Number of SHF trained on good agricultural practices	0	350,000 (50% women)	Baseline report/Implementing partner progress reports	Document review /Baseline/endline evaluation	Annual
2. Competitive food value chains led by business models that support small-scale food producers and empower women to participate commercially in food value chains	Impact	**2.1.** SMEs with commercially viable [1]and inclusive business models [2]	0	25	Financial statements and reports of SMEs /Business analytics reports	Document review /Endline evaluation/Business analytics endline analyses	Annual
	Outcome	**2.2.** Number of SMEs that optimised their business models to provide improved services to small-scale farmers	0	25	Baseline report/Implementing partner progress reports/Business analytics report.	Document review/Baseline/endline evaluation/Business analytics endline analyses	Annual
		2.3. Number of SME business models that are gender intentional or transformative	0	20 gender intentional 5 gender transformative	IDH Gender analyses toolkit	Document review /Baseline/endline evaluation	Annual
		2.4. Value of commercial financing to —SMEs (total value in USD)- outcome	0	25 million USD	Implementing partner progress reports/ Letter of intent/ contract with financial institutions/ terms sheet	Document review/Baseline/endline evaluation	Annual
		2.5. Value of financing to SHF (total value in USD)-	0	5 million USD	Implementing partner progress reports/ Letter of intent / contract with financial institutions/ terms sheet	Document review /Baseline/endline evaluation	Annual
		2.6. Percentage increase in volumes directly aggregated	0	30%	Baseline report/Implementing partner reports	Document review /Baseline/endline evaluation	Annual

[1] Commercially viable: Market participation should be commercially attractive and viable over the long-term for the entire ecosystem.
[2] Inclusive business models: companies, businesses, or firms (can be used interchangeably) working with people living at the base of the pyramid. As IDH, our scope naturally narrows down to businesses working in agriculture. Focusing on inclusive business implies we don't work in any agriculture, but rather in agriculture at the base of the pyramid, thus smallholder farmers

		by SMEs from small scale food producers.					
	Outputs	**2.7.** Value of co-funding by SMEs	0	7.8 million USD	Implementing partner progress reports/ Letter of intent / contract with financial institutions/ terms sheet	Document review /Baseline/endline evaluation	Annual
		2.8. Number of business models analysed	0	30	Baseline report/Implementing partner progress reports/Business analytics report/Value chain assessment reports	Document review /Baseline/endline evaluation/Business analytics endline analyses	Annual
		2.9. Number of business models designed	0	30	Project proposals/Baseline report /Implementing partner progress reports/Business analytics report.	Document review /Baseline/endline evaluation/Business analytics endline analyses	Annual
3. Food processing is driven by local sourcing that incentivizes market-driven production and creates job opportunities	Impact	**3.1.** Number of new or improved sector practices and/ or policies influenced by convened sector platforms	0	5	Baseline report/Implementing Partner reporting (sector platform)	Document review /Baseline/endline evaluation	Annual
		3.2. Number of new jobs created (disaggregated by permanent & seasonal; gender)	0	30,000 (50% women)	Baseline report/Implementing partner progress reports	Document review /Baseline/endline evaluation	Annual
	Outcome	**3.3.** Number of companies increasing investment in local sourcing and value chain development (brands, traders, retailers)	0	10	Baseline report/Implementing partner reports	Document review /Baseline/endline evaluation	Annual
		3.4. Number of SMEs integrated into supply chains of food processors	0	12	Baseline report/Implementing partner progress reports	Document review /Baseline/endline evaluation	Annual
	Outputs	**3.5.** Number of local sourcing strategies designed	0	8	Baseline report/Implementing partner progress reports	Document review /Baseline/endline evaluation	Annual
		3.6. Number of coalitions and sector initiative platforms convened	0	8	Baseline report/Implementing partner progress reports	Document review /Baseline/endline evaluation	Annual
		3.7. Number of knowledge products and insights shared	0	20	Baseline report/Implementing partner progress reports/ Business analytics report	Business analytics endline analyses/FarmFit	Annual

		to coalitions and sector initiatives				Intelligence/Baseline/endline evaluation	
		3.8. Number of events/workshops focused on SME optimization and innovation organised to disseminate knowledge products and insights	0	12	Baseline report/Implementing partner progress reports	Document review/Baseline/endline evaluation	Annual
4. Food production landscapes have increased agro-biodiversity and soil health to mitigate climate shocks that reduce food production.	Impact	**4.1.** Number of SHF who adopt at least one regenerative agriculture practise	0	200,000 (50% women)	Baseline report/Implementing partner progress reports	Document review/Baseline/endline evaluation	Annual
	Outcome	**4.2.** Area of food production with increased agro-biodiversity and/or soil health.	0	200,000 ha	Baseline report/Implementing partner progress reports	Document review /Baseline/endline evaluation	Annual
		4.3. Number of SMEs with business models adapted to deal with climate risk	0	15	Baseline report/Implementing partner progress reports	Document review /Baseline/endline evaluation	Annual
		4.4. Number of landscape platforms convened with common/shared targets on production /environmental production	0	3	Baseline report/Implementing partner progress reports	Document review /Baseline/endline evaluation	Annual
		4.5. Number of public/private extension models incorporating climate resilient practices and/or technologies	0	20 private 5 public	Baseline report/Implementing partner progress reports	Document review /Baseline/endline evaluation	Annual
	Outputs	**4.6.** Number of SHF reached with services to support them to cope with the effects of climate change (disaggregated by gender)	0	300,000 (50% women)	Baseline report/Implementing partner progress reports	Document review /Baseline/endline evaluation	Annual

The key causal pathways assumptions underlying the Theory of change are summarized below.

Causal pathways assumptions	Contextual and actor assumptions	Evidence
IF coalitions convened on sustainable buying practices, trade, and climate resilience by signing MoU and/or aligning on sector strategy (output) will lead to 1) change in enabling/policy environment, sector governance and improved market incentives (outcome), 2) sharing of proven models, insights, and best practices incentivising companies to change their business models (outcome), which will result in the adoption of sustainable business and farming practices, more inclusive (and competitive) SME's, increased investment attractiveness, and ultimately more resilient production landscapes.	• The sector associations convened and strengthened are very active and engaging with policy stakeholders to change the poor policies in the sector, lift barriers and enable growth. • Through sector platforms / initiatives best practices can be shared, and more widely adopted. • Through sector platforms or food system alliances buying, trade and/or sustainability commitments can be unlocked contributing to changes in business practices. • Sector associations represent their members and voice policy ideas to policy makers / regulators. • The collaboration in sector associations will enable the tailoring of insights to a specific sector and providing benchmarks will drive companies to change their business model. • Collaboration at sector level will enable a helicopter view to broaden the perspective of a Smallholder Farmer income beyond individual company level	Companies are responding to social and environmental responsibility demands with voluntary commitments where a regulatory framework is lacking. http://www.highmeadowsinstitute.org/wp-content/uploads/2020/10/The-Role-of-Industry-Associations-and-Civil-Partnerships-in-Corporate-Responsibility_2020.pdf
IF more inclusive business models (proven) that are commercially viable, at business and farm level (output), companies, investors and governments will use these insights to change sector governance and business practices (outcome), which will result in 1) better outcomes at farm level, as it allows farmers to participate in commercial supply chains and get access to improved services (e.g., access to markets, inputs, finance, etc) 2) longer terms commercial benefits for SME's, off-takers, and processors, who have invested in the farmers they	• SMEs will be interested to change their business models since they will have benefits by increasing local sourcing and processing (increased quantity, quality, and continuity of produce) and reducing their exposure to international price shocks or other supply chain risks (e.g. transport, no available foreign currency to import etc) and benchmarking data is useful. • SMEs will be willing to invest more to improve aggregation, service provision and inclusion of SHFs and commit to changing their business models if • they have the commitments of end-buyers to offtake. • If investors supporting them in these transitions	Farm Fit's Intelligence center's data show that global multinational agribusiness invests 2x less per farmer than regional agribusinesses in service delivery to farmers hence our focus on local companies and food crops.

source from leading to optimized sourcing performance (e.g., continuity, quality, quantity)	• Through graduation and optimizing business models of SME's new jobs will be created in production, post-harvest handling, rural labour and service provision, manufacturing and processing, logistics, etc.
	• Optimized and innovated business models will improve servicing to farmers, which will increase farmer loyalty and supply and lead to more positive outcomes at farm level (e.g., increased production, improved production practices, more guaranteed and stable market access, etc)
	• The targeted actions will
	  ○ Optimize and innovate the business models of SME's leading to improved sourcing from and service provision to SHF.
	  ○ Address the barriers identified and support SMEs to integrate more women in their business models and value chains.	

IF by show-casing proven business models and innovations (e.g., climate, digital, etc), other SME's / companies will follow / adopt new business practices (output) making business models more inclusive, sustainable, and commercially viable (outcome), which will result in 1) More competitive value chains and sourcing models. 2) Better outcomes at farm-level (e.g., better/more stable markets, more access to quality services, increased yields, and incomes)	• Establish proof of concept and a proven business case is needed to convince SME's and farmers to adopt innovations and change. • A standardized data-driven approach ensures credibility and enables gather reliable data and insights. • The combination of providing data and peer-learning is a powerful tool to convince SME, companies, and farmers to adopt and change practices. • Highlighting of successful gender strategies will motivate SMEs to become more gender inclusive. • The promotion of digital technology will provide young people with a comparative advantage and will help to increase their inclusion in agriculture.	Farm Fit's Intelligence centre's data show that global multinational agribusiness invests 2x less per farmer than regional agribusinesses in service delivery to farmers hence our focus on local companies and food crops
IF finance deals are unlocked to 1) transition SME business models to be inclusive and farming practices to be sustainable 2) scale operations of SMEs (output) leading to adoption of more sustainable, climate adaptive and commercially viable farming and business practises (outcome), which will result in 1) SME's operating at larger scale and more competitive value chains and sourcing models.	Access to finance at company & SME level • The targeted action will strengthen the inevitability of SME's and link financial institutions and investors to SME's and targeted value chains. • SMEs will use the funding for the required investments, growth, and services.	Evidence review for agricultural SME finance https://www.globallandscapesforum.org/wp-content/uploads/2021/11/7-White-Paper_GLF-Climate-Investment-cases-for-inclusive-food-system_En.pdf OECD paper on financing SME's

2) Reduction of food insecure areas and increased trade	• SME's will be incentivized to optimize and innovate their business models through investments that accelerate that process. • Access to loans promotes increase scale and growth of the SMEs.	
IF finance deals are unlocked to scale operations of small-scale food producers (output) leading to increased profitability and adoption of more sustainable, climate adaptive and commercially viable farming practises (outcome), which will result in more resilient and productive SHF with increased net income (security of access to food).	• Young men and women are willing to participate in promoted actions, including required skills training and access to affordable finance. • Level of increased income is enough to make a positive impact on the purchase power of livelihoods. • Access to finance for farmers	https://www.nature.com/articles/s41893-020-00617-y https://www.globallandscapesforum.org/wp-content/uploads/2021/11/7-White-Paper_GLF-Climate-Investment-cases-for-inclusive-food-system_En.pdf
IF extension models of SMEs and public players incorporate more climate resilience technologies and practices (focussed on soil management and biodiversity) (output) this will lead to increased access to improved services to farmers (outcome), this will result increased adoption of improved soil management and biodiversity	• SMEs adopt the environmental and social standards required by international markets and sustain them over time. • SHF's adoption of agricultural practice have a positive impact on production and sustain average seasonal conditions for implementation of the standards over time. • SMEs adopt the environmental and social standards required by international markets and sustain them over time.	Sustainable agricultural practices adoption
Increasing local supply of nutritious foods will increase availability, affordability and consumption healthy foods improving food and nutrition security.	• SMEs will support rotation and intercropping of their primary crops with fruits, vegetables, pulses, and tubers that will be adopted by farmers for improved nutrition and climate resilience.	**IDH experience on nutrition:** 1. Technical assistance for investment from partner blended finance funds (https://www.idhsustainabletrade.com/landscapes/landscape-finance/, with case studies at the bottom of the site) • Fruit trees included in income diversification and improved soil management in agroforestry investments eg in Cameroon and Cote d'Ivoire. • Production of Bambara beans in areas with poor soil and climate conditions in Ghana • Promoting backyard gardens and intercropping systems with beans • Producing food crops for local food market in Kenya • Supporting company to source ingredients for malnutrition bars for refugees locally in east Africa 2. IDH programs

		• Cocoa Nutrition Initiative (CNIP) / Seeds of Prosperity Program in tea together with Gain and Unilever. This program helped tea workers, farmers and their children develop more balanced and nutritious diets. Through the Seeds of Prosperity program, we have now brought more nutritious diets to 300,000 people in India, Kenya and Tanzania. • In the West African cocoa program IDH (together with partner ngos and cocoa companies) has developed and rolled out a curriculum for diet diversity and hygiene. The curriculum also had an element on income diversification on the decision process of what food to eat and what food to sell. The curriculum was rolled out during training session with cocoa farmers and included the spouses. • Producing food crops through farmer field school and VSLAs in rural Liberia
IF actionable insights and knowledge is disseminated in an effective way (output) this will lead to the adoption of successful practices that are relevant for the given context (outcome), resulting in better investments in terms of higher impact returns, lower risks, and higher financial returns and hence also in more investments.	• The insights and knowledge generated is relevant. • The dissemination mechanisms which will include benchmarking, peer learning and the provision of technical assistance will support the adoption of best practices. • Sharing of knowledge widely will generate traction and enhances the likelihood for other players to change/adopt improved business, farming, or sector practices. • More successful stories will attract additional investments into the sector	https://www.farmfitintelligence.org/ Availing insights on innovative business approaches and peer benchmarking incentivises change of practices.
IF IDH and partner SMEs facilitate a more gender-equitable access to resources for women businesses, farmers and women groups such as productive resources, inputs and services, capacity building (output) this will lead to an increase in productivity, increase in income, access to sustainable markets and an improved gender-smart business practice among SMEs (outcome), this will result in having a gender-equitable value chains alongside a strengthened, amplified business case for gender-smart practices within food systems.	• SMEs/Service Providers extends access to productive resources in a gender-equitable manner. • Empowered women and men can make decisions about their economic activities free of threats and violence. • SMEs/SPs facilitate equal access to capacity building opportunities for both women and men at the right time and right place. • SMEs are intentional in extending supply chain services such as markets, inputs, land among others to minorities such as women and youth	https://www.idhsustainabletrade.com/publication/idh-gender-toolkit-guide/