PROGRAMME PERFORMANCE / PUBLIC SECTOR

Turning programme data into clearer funding priorities

We analysed unit-level performance, identified where support and reported outcomes diverged, and developed a practical framework for funding reviews.

Anonymised agricultural development programme

86,674
Unit records analysed

88.0%
Units recorded functional

73.35%
Functional units output-complete

THE OPERATING PICTURE

Separate operational status from evidence quality



55,971
Functional, outputs complete

20,337
Functional, outputs incomplete

10,366
Recorded non-functional

Base: all 86,674 units. Output-complete means revenue, profit and employment are present. Missing outputs are not treated as zero.

THE CHALLENGE

Benchmark-based subsidies supported agriculture and allied-sector units, but reported coverage did not establish which models warranted more support. The decision was where to expand selectively, redesign delivery, or review inactive units.

OUR ANALYSIS

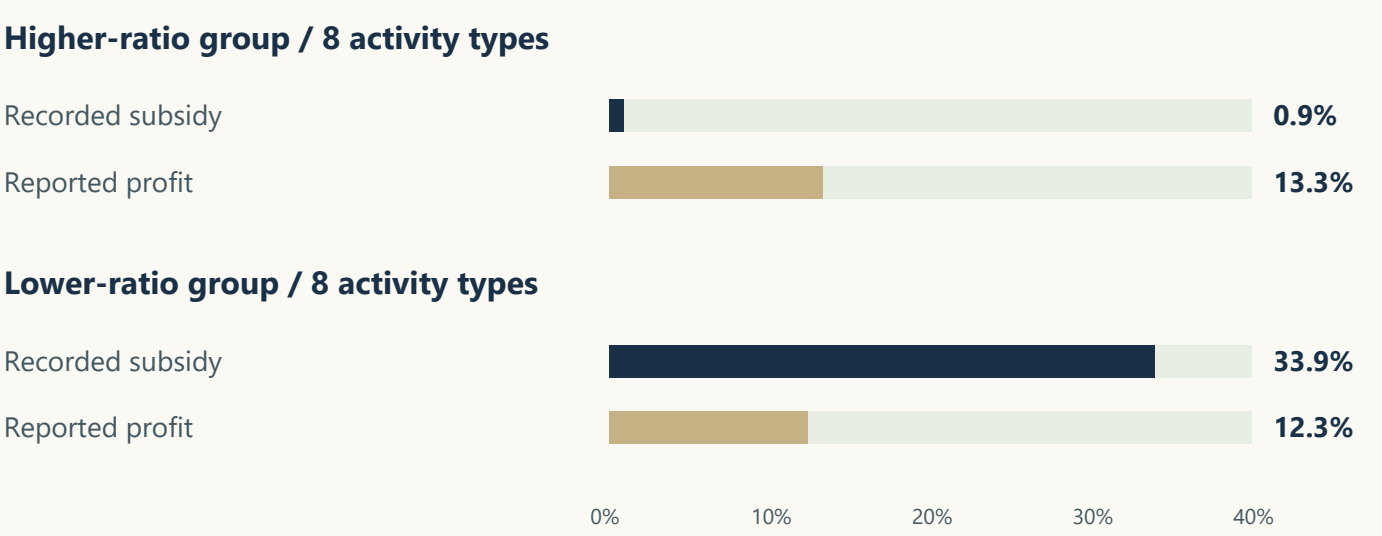
We checked functionality and output coverage, defined four performance lenses and screened activity types using volume and completeness gates. We then compared reported profit with recorded subsidy to prioritise a deeper review.

OUR FINDINGS / EVIDENCE BEHIND THE PRIORITIES

Look beyond the volume of support

Our screen identified contrasting activity groups. The comparison shows where a closer review is warranted, rather than proving the impact of additional funding.

SHARE OF ALL RECORDED SUBSIDY AND REPORTED PROFIT

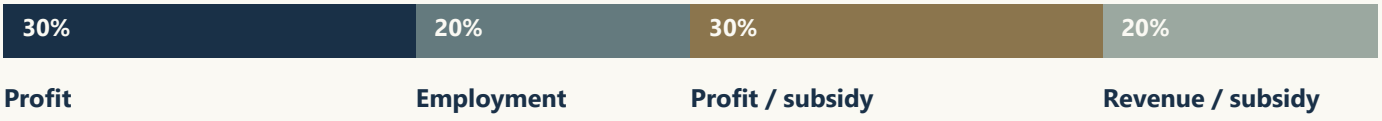


Common 0-40% scale. Thirty-two activity types met the screen: at least 100 functional units and 70% output-complete. Upper and lower ratio quartiles define the groups.

69.9% of lower-group subsidy sits in three activity types

A concentrated starting point for a cost and delivery review, not an automatic funding cut.

OUR BALANCED PERFORMANCE LENS



Proposed analytical weights, not approved policy. Employment is measured in person-days. Financial ratios are descriptive, not annual returns or causal impact measures.

WHAT THIS MEANS FOR THE SOLUTION

Combine the performance screen with data validation, unit maturity and livelihood objectives before making allocation decisions. A high ratio alone is not a funding entitlement.

RESOLUTION / OUR SOLUTION AND DELIVERABLES

One decision framework. Four clear review routes.

We developed a framework that turns unit records into a prioritised review agenda, with a defined output for each route.

01

Validate the evidence

Check functionality, output completeness and subsidy records before interpreting performance.

Output: a validated review population.

02

Expand selectively

Test stronger reported models against demand, delivery capacity and comparable cohorts.

Output: a shortlist for controlled pilots.

03

Redesign delivery

Review cost structures and constraints in the lower-ratio activity group.

Output: a targeted improvement agenda.

04

Review inactive units

Investigate the 10,366 non-functional records and assess appropriate next steps.

Output: a case-by-case revalidation plan.

THE ANALYTICAL SOLUTION DELIVERED

A traceable assessment linking the evidence to the next management decision.

Performance framework	Four explicit lenses, functionality and evidence gates, and documented limits on interpretation.
Activity segmentation	A reproducible screen of 32 activity types, with higher- and lower-ratio groups and funding concentration checks.
Allocation-review proposal	A structured route from validation to selective expansion, redesign or inactive-unit review, within programme rules.

Status: analysis and solution framework developed. Pilot shortlists and revalidation plans are proposed outputs; implementation and realised benefits are not established.