

Introduction to the DCED Standard for Results Measurement

Webinar, September 2014



The Donor Committee for Enterprise Development

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The hour ahead...

- What is the DCED? (3 min)
- Introduction to the DCED Standard (15 min)
- The experience of Market Development Facility (15 minutes)
- Questions and Answers: Please submit your questions **in writing** via the chat box. (25 minutes)



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What is the Donor Committee for Enterprise Development (DCED)?

The **Global Forum** of 24 donor and development agencies working together to increase the **effectiveness of private sector development (PSD)** in developing countries...



...across **different PSD approaches**, e.g. Business Environment Reform, Market Development, and Partnership Mechanisms such as Challenge Funds

What is the DCED Standard?

- An eight part framework for effective results measurement.
- Enables programmes to better measure, manage, and demonstrate results.
- Used by 100+ projects in 50+ countries.

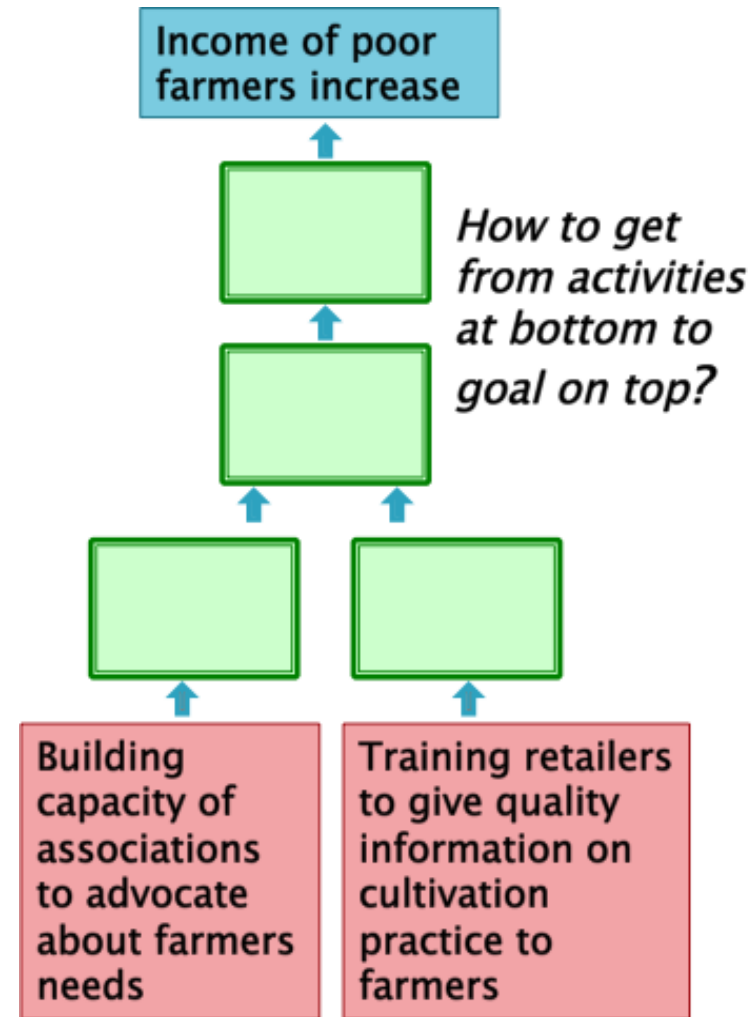


Why use the DCED Standard?

- Practical framework to guide development of results measurement system.
- Good monitoring helps understand rapidly changing situations, and generates information to improve performance.
- Allows programmes to report consistent and credible results.
- Can be externally 'audited' to ensure credibility of the system.

Element One: Develop the Results Chain

- A chain of expected changes from program actions to goal level impacts
- Includes assumptions underlying each step.
- Helps improve programme clarity and design.
- Provide the basis for assessing to what extent changes are taking place.



Clarifying Intermediate Stages



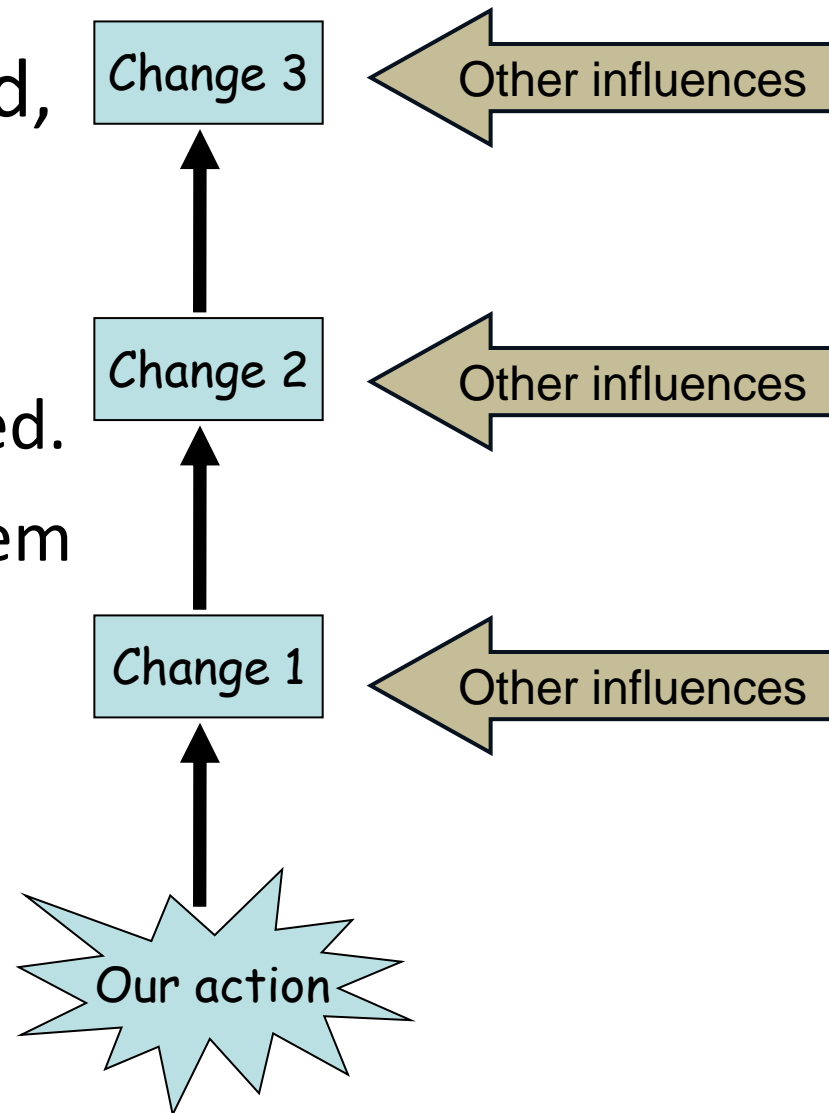
Concept from
Sydney Harris
www.sciencecartoonsplus.com/

Elements Two-Three: Define And Measure Indicators

- Indicators must be derived from the logic of the results chain.
- They allow you to see if change is happening at every step.
- Qualitative information tells the story of how and why the indicators are changing.

Element Four: Assessing Attribution

- If farmers increase their yield, was this because:
 - Of your intervention.
 - Because the weather improved.
 - Because the educational system improved.
 - For other reasons...
- Attribution is the attempt to answer this question!



Good practice in attribution

- Programmes often find attribution challenging.
- Measurement approaches must be '**good enough**' – not perfect!
- Trace changes through results chain.
- Typically a mix of methods will be needed, both qualitative and quantitative.

Good practice in attribution

- Programmes can be challenging.
- Measurement must be **'good enough'** – not perfect.
- Trace changes through results chain.
- Use a range of methods with both qualitative and quantitative information gathering.

Qualitative
information
gathering

Comparison
Groups

Trend analysis

Element Five: Systemic Change

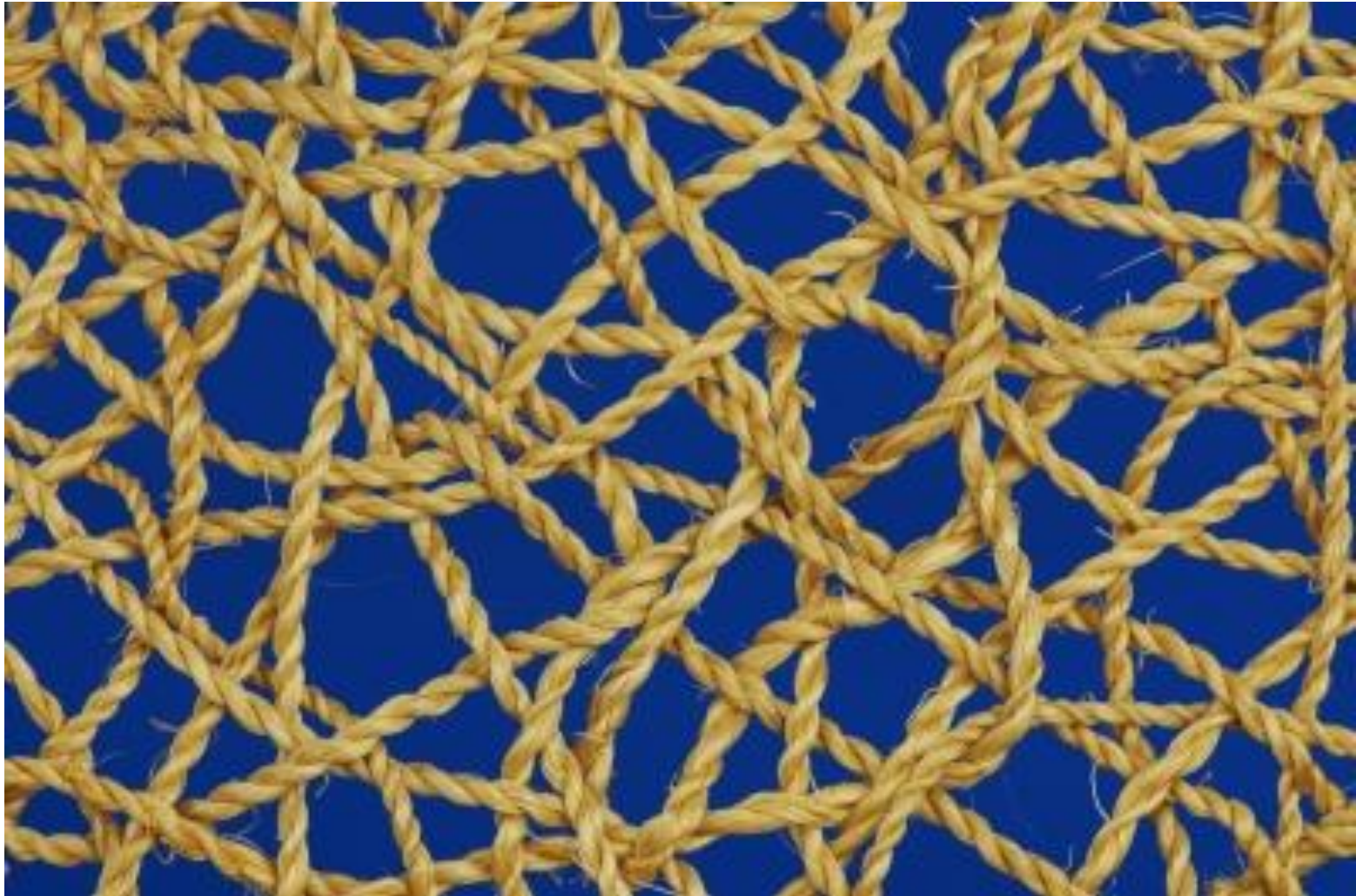


Photo by Boaz Yiftach from freedigitalphotos.net

Element Six-Seven: Tracking Costs and Reporting Results

- Costs need to be tracked in order to understand the achievements of the programme.
- Programme should produce a report, at least annually, which clearly and thoroughly describes results to date.

Element Eight: Managing the System for Results Measurement

- An effective programme will use real-time monitoring data to adjust their approach as they implement.
- This allows information on results to guide decision-making at all levels, from strategic choices to implementation methods.
- Organisational culture needs to reward transparency and honesty, more than published numbers

Auditing the Results Measurement System

No.	Control Points	Compliance criteria broken down for Scoring
8.1	The programme has a clear system for results measurement through which findings are used in programme management and decision-making.	The programme has a documented plan in place to show how information from the results measurement system will inform management decision making.
		The plan is realistic and ensures that results information is regularly and effectively integrated into management decision making.



By Master isolated images from freedigitalphotos.net

Why should you be interested?

- Helps programmes articulate what they are doing, what they hope to achieve, and what assumptions they rely on.
- Potential to use results to improve programmes and have a greater impact
- Brings recognition as being seriously engaged in results measurement and quality work
- The DCED Standard is increasingly demanded by donors.

Resources

- DCED Standard online resources: <http://enterprise-development.org/page/measuring-and-reporting-results>
- 2014 Reader on Results Measurement: <http://www.enterprise-development.org/page/download?id=2367>
- Upcoming webinar on systemic change – Thursday 20th November: <https://www.eventbrite.co.uk/e/assessing-systemic-change-webinar-tickets-13050587659>

Over to MDF...



Experience with applying “The Standard” In multi-country MDF

Mohammad Shahroz Jalil, Country Representative MDF Fiji
Harald Bekkers, Team Leader MDF
DCED Webinar, 29 September 2014

Where is MDF?



Experiences with applying “The Standard”...

1. Value: The Standard incorporated into program design
 - Clarity in terms of expectations
 - Guidance available for setting up the RM system
2. Rolling out RM
 - Positioning RM in MDF
3. Keeping it Practical
 - Do not let compliance overtake learning

Value: “The Standard” incorporated into program design

When you start a program there are pressures and expectations that can “make or break” a program

1. In relation to the approach:

Local ownership, Staffs, Teams

2. In relation to steering and governance:

External Experts, Management process

3. In relation to management and operations:

Manuals, Recruitment, Advisory Groups

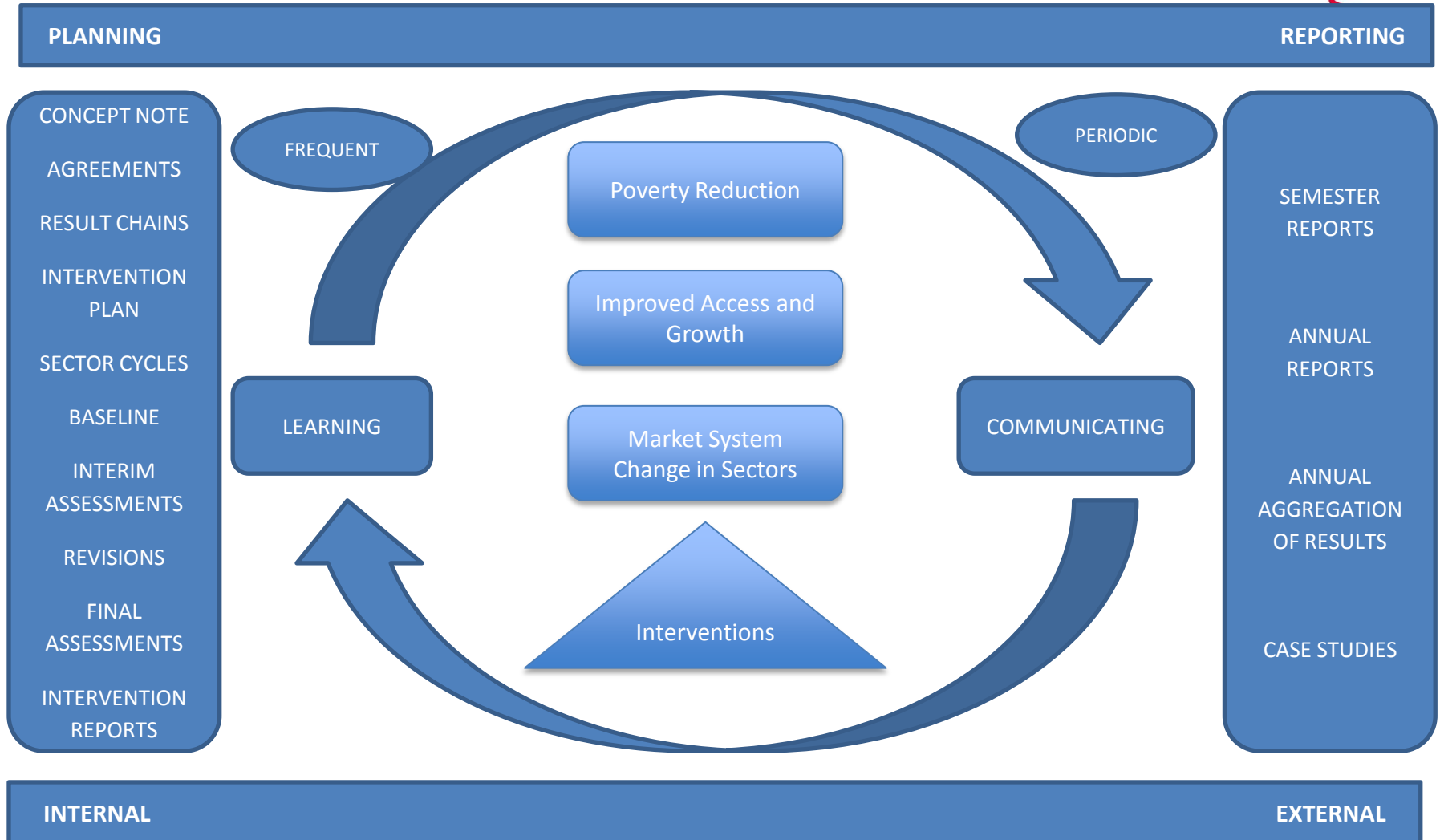


Value: “The Standard” incorporated into program design

When you start a program there are pressures and expectations that can “make or break” a program

4. But in relation to RM:

- Trust in the fact that applying The Standard means good RM
- Clarity on how RM should work; how it should be managed
- Supporting materials and advice available to answer difficult questions on results (how much by when? indicators, baselines, attribution, research, etc.)
- **The Standard helps institutionalize good development practice**



**Adapted from Katalyst MRM presentation*

Rolling out The Standard across countries

Resources put in place for rolling out RM

- Result Measurement Manual
- Result Measurement Manager
- Result Measurement Specialists in all countries
- 6 RM staffs out of total 31
- RM Training provided to all staff



Processes in place

- Sector Assessments and Strategies
- Intervention Guides, Sector Guides
- Sector Cycle Meetings
- Assessment and Documentation



Is it too document heavy?

No...while we do need a certain level of paper trail, it is generally up to us to define the system and justify our actions.

Do I have to do extensive, expensive surveys?

No....again while we need to do surveys to get response from our service providers, beneficiaries and market actors and follow good research practice, the methodology we choose is defined by our needs and the justification of its use..

Are the results more credible if the Standard is used?

Yes because the Standard provides a guideline on good practice in RM. More importantly, the Standard allows the project to make use of the information collected and make better decisions. It is not just a reporting tool but more importantly a management tool.



How does the system facilitate learning?

The RM system is a discipline comprised of process and procedure that first helps us determine how our activities link up to our goals, then helps us identify what we want to track, then helps us in monitoring them; by doing so, it helps us get the right information at the right time so that we understand better and take the right decisions.

Whose responsibility is it to implement the system?

Everyone in the programme. The RM team is there to help guide the team and take on certain key functions. But at the end of day, everyone is responsible for making sure the system is being implemented



The RM system is one of the key systems that helps us keep the project activities on track, learn from them and then take corrective actions where necessary.

GOAL

Additional income and jobs

PURPOSE

Farmers sell more to export company; company exports more.

OUTCOME

Farmers start planting specified seedlings

Nurseries supply better seedlings to farmers

OUTPUT

Export company is exporting the flavored drinks and sourcing
increased volumes of Kava

**ACTIVITY
RESULTS**

Factory launched and nurseries in operation

ACTIVITY

Support the establishment of a HACCP ready factory and nurseries for
exporting Kava flavored drinks

Through field assessment we found farmers were unwilling to sell to export company owing to lack of understanding and trust issues. MDF advise partner of these findings and based on that , a farm manager has been hired by the company to educate farmers more about kava production and selling to the company. Result chain was changed accordingly

THANK YOU!

More on MDF:

Visit: www.marketdevelopmentfacility.org

Read: Annual Aggregation of Results 2013-14