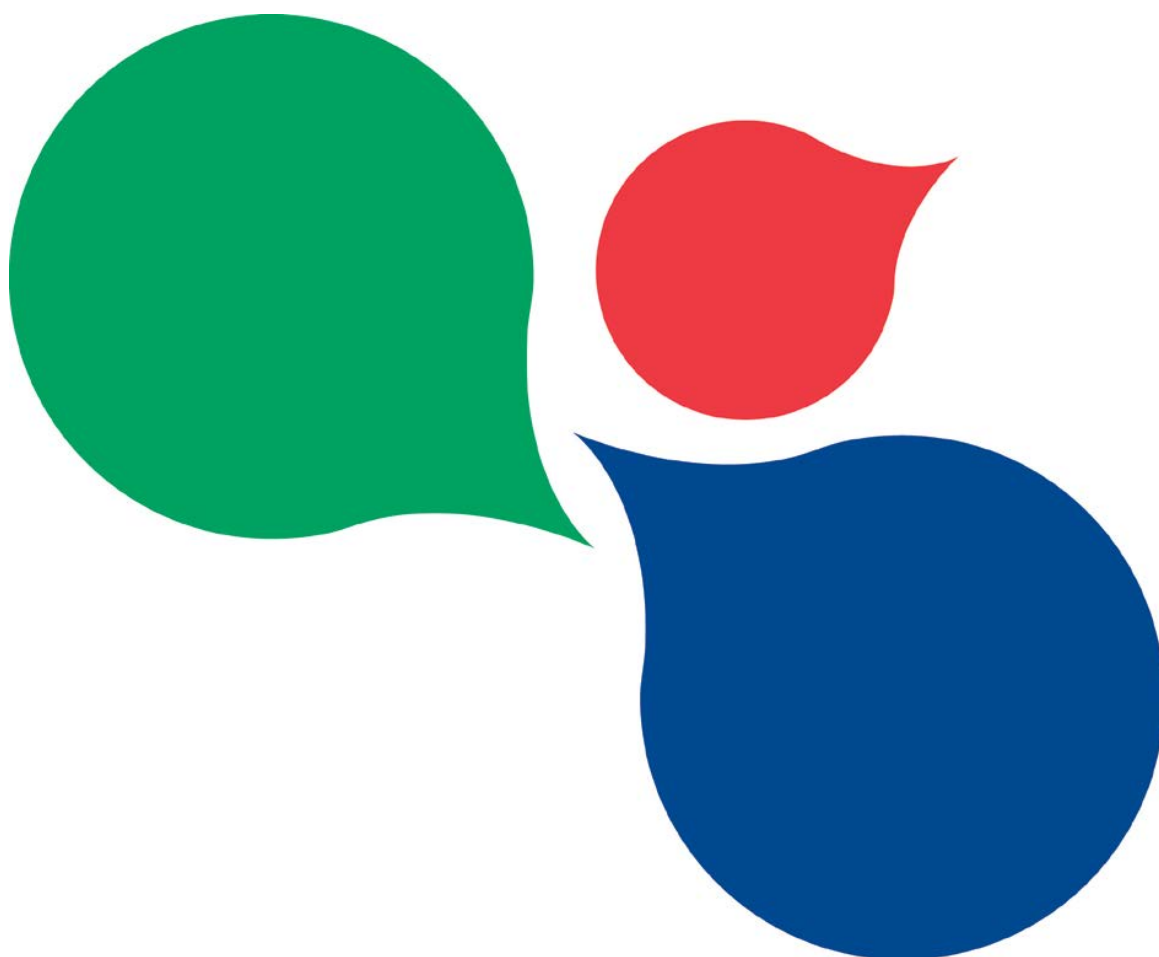


Results Measurement Manual

Market Development Facility



February 2014

Version 2

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Abbreviations and Acronyms

ASP	Annual Strategic Plan
CIT	Country Implementation Team
CPT	Core Programme Team
CR	Country Representative
DCED	Donor Committee for Enterprise Development
DFAT	Department of Foreign Affairs and Trade
FGD	Focus Group Discussion
FTE	Full Time Equivalent
IG	Intervention Guide
IM	Intervention Manager
MDF	Market Development Facility
RM	Results Measurement
OR	Outsourced Research
PSD	Private Sector Development
SG	Sector Guide
SME	Small and Medium Size Enterprise

Executive Summary

MDF's results measurement system follows the Standard of the Donor Committee for Enterprise Development (DCED) for measuring achievements in private sector development. It presumes knowledge of MDF, its approach and knowledge about the Standard. This manual has been developed based on Version VI of the DCED Standard and will be updated if any new versions require changes.

This manual is intended as an internal document and guideline for staff involved in the design, execution and assessment of interventions. It aims to provide staff with step-by-step guidelines on day to day tasks involved in MDF's result measurement system. It is structured and written in a user-friendly format as much as possible.

This manual has been structured into two parts.

Part 1 focuses on *what* needs to be done. It describes the steps that are involved in the MDF integrated management process and the results measurement tasks and tools that are used at each step. It also details the role and responsibilities of MDF staff in each step. When the result measurement tools or tasks are mentioned, links are provided to the step by step guides in Part 2, which further explain how to use the tools or perform the task.

Part 2 focuses on *how*. It provides step by step guides on key tools and techniques that are utilised in MDF's result measurement process, which is outlined in Part 1. Part 2 also follows the key steps in MDF's Result Measurement System and includes the following sections:

- Articulating Results Chains
- Defining Indicators of Change and Projections
- Estimating Attributable Changes
- Measuring Changes in the Indicators
- Data Collection and Analysis
- Aggregation of Results
- Tracking Program Costs

Part 2 contains specific Guidelines, helpful Tips, and key considerations for Cross-Cutting Themes where relevant for each section.

- Guidelines are found in Blue.
- Tips can be found in Grey with the Tip logo.

Changes New to Version 2

The following revisions have been made to create Version 2 of this manual:

- 1) Language updates to better match MDF terminology in practice and to improve readability.
- 2) Updated Sector Guide and Intervention Guides in **Annex 4** and **Annex 6** added with corresponding instructions in Part 2 revised when and as necessary.
- 3) Addition of Value of additional market transaction indicator into relevant sections under Part 1 and Part 2.
- 4) Deadline for completion of Intervention Guides updated to 4 weeks after partnership agreement signing.
- 5) Addition of full definitions of MDF headline indicators in a new section under Part 1.
- 6) Addition of management levels of Results Measurement under Part 1 roles and responsibilities.
- 7) Updated Attribution Strategy section to better reflect practical options for assessing attribution in MDF's interventions.
- 8) Updated section on displacement to better explain types of displacement that could occur on MDF interventions.
- 9) Updated Measuring Systemic Change section to provide more comprehensive description of what is and how to measure copying and crowding-in.
- 10) Updated Aggregation Section to better reflect indicators and aggregation strategy according to MDF practice.
- 11) Updated Tracking Program Costs section to reflect three countries.
- 12) **Annex 15** - Updated to provide more comprehensive explanation of sampling.
- 13) **Annex 18** - Gender Disaggregation Strategy for Fiji added.

Introduction to MDF

The contract between the Australian Government and Cardno Emerging Markets USA Ltd for the Market Development Facility (hereafter MDF or Facility) was signed 24 June 2011 for the period until 30 June 2013, with a four year option period – which has been realised for a current end date of 30 June 2017. The Facility is operating in Fiji, Timor-Leste and Pakistan. Fiji, being the first country for implementation, has served as a base for developing most of the systems that will be later be adopted and adapted in subsequent countries. Work in each country will entail:

A. **Developing a deep insight into the functioning of selected economic sectors for each MDF country through comprehensive assessments.** These assessments identify constraints to economic growth and potential private and public partnerships in 'support systems' around growth sectors for the development of innovative, commercially sustainable and 'constraint reducing' solutions. Deep insight into what works, what does not, and why, is an essential precondition for the Facility's core business. Only on this basis can the right strategic partner be identified to work on innovative and commercially sustainable solutions to unlock critical constraints that generate the most pro-poor growth. This 'insight' is translated into sector growth strategies, which outline how the Facility will increase competitiveness of key rural and urban sectors — measured by increased productivity, sales, market share, and innovation of target beneficiaries or enterprises (see Fig. 1).

B. **Designing interventions with strategic partners based on comprehensive agreements and action plans to create commercially sustainable innovations and trigger systemic change.** Sector competitiveness is shaped by the extent enterprises have sufficient access to production inputs, services, information, skills, infrastructure, and regulatory environment. Where these support systems (i.e. government, banks, education, supply chains, etc), do not reach enterprises or fail to be relevant for them, competitiveness suffers and growth slows. Innovative solutions are intended to trigger lasting improvements in the volume, quality, and innovative nature of interaction between target enterprises and relevant support systems, with the purpose of making them more productive and competitive. This relates to improvements in business models, marketing strategies, supply chain management, technical capacities, regulatory procedures, research capacities, etc. The **outcomes** of systemic change — the 'uptake' by target enterprises — are also the outcomes the Facility should generate:

- Improved service delivery of relevant support systems—measured in better access to production inputs, services, information, skills, infrastructure, or more appropriate rules and regulations—to target enterprises in key rural and urban sectors.

Outcomes are translated into measurable increases in competitiveness (as measured within enterprises). Thus, the Facility **outputs** can be defined as:

- Increased capacity of strategic private and public sector players in relevant support systems to service target enterprises in key rural and urban sectors.

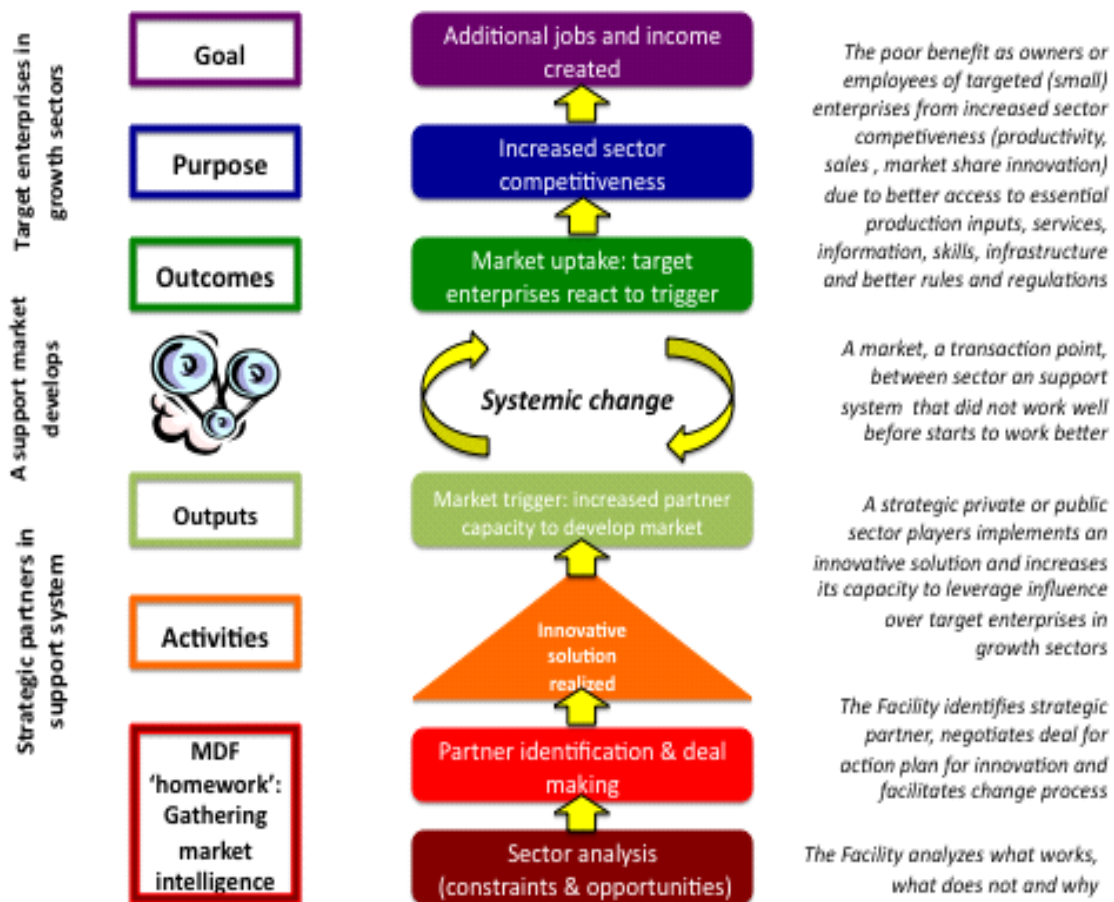
C. **Establish a near real-time results measurement system to assess the sustainability and pro-poor results and report on these results in a timely manner.** Results are essential for demonstrating the value of the Facility, continuous learning, and updating sector growth strategies. MDF measures three universal impact indicators across countries to demonstrate its pro-poor results:

- **Employment:** measured as net additional employment created.

- **Additional income:** measured as net additional income generated.
- **Effective Outreach:** measured as the total number of beneficiaries that benefit financially from the Facility's interventions.

D. **Developing a portfolio of sectors and inventions that will yield results within two years and shows a pipeline of ideas to justify an extension with another four years.** MDF's approach emphasises tailor-made interventions with a large variety of partners to ensure sustainability, effectiveness, efficiency, and neutrality in development assistance.

Figure 1: The Facility's Impact Logic



MDF's impact logic above shows how the Facility contributes to poverty alleviation –beginning with its analysis of sectors up to creation of additional income and employment. Although each intervention is unique, it will follow this basic impact logic. This logic is complemented by MDF's Hierarchy of Objectives which translates this logic into measurable information. The Hierarchy further details what changes MDF expects to see and how MDF will measure those changes at each level, from Outputs to Goal level (see section on [MDF's Hierarchy of Objectives](#)). The steps for managing the process, from analysis to reporting on impacts, including key results measurements steps, follows in Part 1.

Part 1: Overview of MDF's management and results measurement process

MDF Integrated Management Process

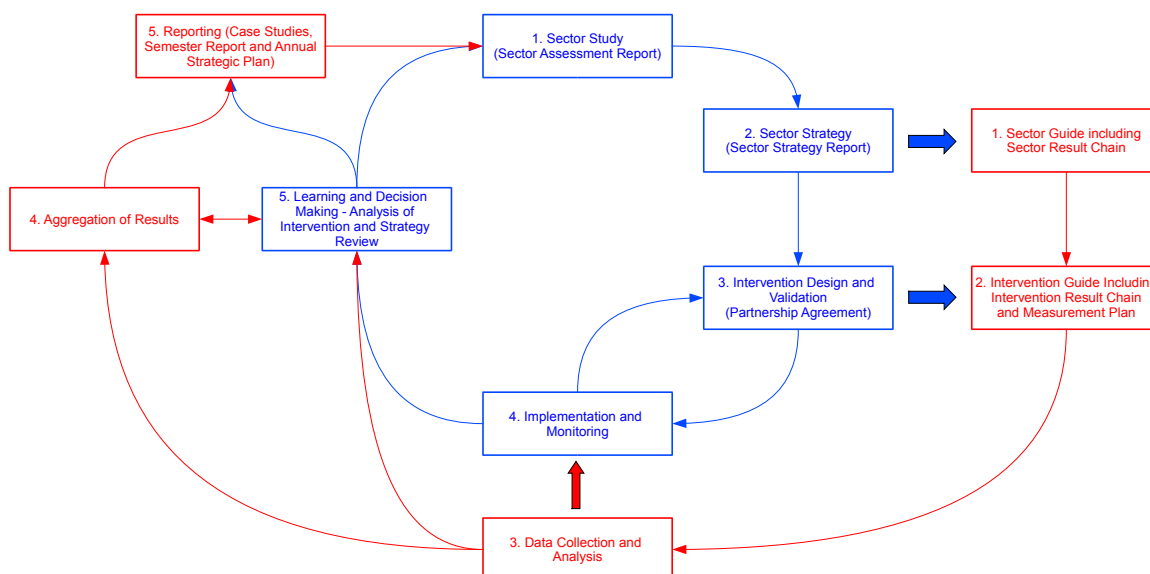
The results measurement system for MDF is built into its entire implementation and management process and based on the **Donor Committee for Enterprise Development (DCED)** Standards for Results Measurement. The Standard outlines a set of key elements that forms the basis of a good results measurement system (See [Annex 1](#)). This is a system that has been tried and tested in various programs and has been found to be useful for tracking and measuring impact on a near real-time basis, allowing the program to improve its performance. In its entirety the system, in addition to being a results measurement system, is also a management system for the program. This section describes the steps that are involved in the process and the results measurement tasks and tools that are used at each step. This can be seen in Figure 2. The **blue diagram** highlights the key management process while the red diagram highlights the key results measurement process and tools. Step by step descriptions of the process can be seen in the following section.

Both the management and results measurement processes, begin, end and vary in length for each sector and each intervention. Interventions begin at different times and progress through the cycle at different speeds. Aggregation of results and the six monthly management reviews are the two points in time when the process for each sector and intervention meet.

The process follows the MDF impact logic outlined in Figure 1 starting from sector analysis and development of overall strategy. Then, MDF identifies strategic partners and designs the interventions with them to implement innovative solutions that will address sector constraints and opportunities. Once the activities have been carried out, MDF will monitor and measure the results starting from activities up to the goal level.

The key purpose of MDF's results measurement system is learning, which is why there is a very strong link between monitoring, measuring and aggregating results, learning and decision making, and revising intervention and sector strategies. This learning is used to maximise the results of the Facility, which is sustainable and pro-poor growth. MDF uses its results measurement system to learn what works, what doesn't and why – making adjustments along the way to improve and maximise results for each country.

Figure 2: MDF Integrated Management Processes and Key Management Tools



Step 1 Sector Study: MDF begins with a sector study for each sector in which it works. In the sector study, the team assesses sectors to understand their growth potential, how it is relevant for the poor, what are the gaps, and what are constraints holding the sector back for realising that growth potential. Whilst carrying out the sector study some baseline information will be collected which will be used when making impact projections or assessments. The information gathered at this stage is stored in the **Sector Assessment Report** (See [Annex 2](#)). This step is the key step for collecting and analysing information on MDF's selected sectors and for understanding what types of potential interventions could create a change in the sector and how growth in those sectors will reach the poor.

Step 2 Sector Strategy: MDF next develops strategies to stimulate the growth potential identified in each sector study. This step clearly outlines MDF's work in each sector and is built upon the information collected in Step 1. The strategies are designed to stimulate growth in a manner that will be beneficial for the poor and that will contribute to increased competitiveness of enterprises within the sector. Each sector has an overall sector strategy with a set of intervention areas that are based on the key constraints to growth identified. The intervention areas guide MDF's work within each sector. The strategies are reviewed and updated every six-months based on MDF's achievements, changes in the sector and lessons learned. This step will also involve repeatedly updating the **Sector Strategy Report** which is a part of the Sector Assessment Report (See [Annex 2](#)). Records of how and why the Sector Strategies have been updated and what that means for MDF are documented in both the **Six-Monthly Review Reports** (See [Annex 3](#)) and the **Sector Guides**. Updates to the Sector Strategy are important for ensuring that monitoring information collected during MDF's implementation is fed back into the system.

Result Measurement Step 1: Preparing the Sector Guide

Once the Sector Strategies are complete, each Sector Team, with support from the Results Measurement Team, will complete the Sector Guide (See [Annex 4](#)).

The Sector Guide is a tool primarily used to aggregate the interventions within a sector. It provides a summary of the sector, including an overview of the Sector Strategy, how the strategy (and intervention areas) will achieve goal-level results, and projections and impacts to date.

The Sector Guide is created in Excel and contains six sections, in separate worksheets, detailed below.

- Cover Page: The Cover Page includes general information at the beginning of the Sector Guide, including:
 - Number of interventions ongoing, closed and planned for the year.
 - Projected and actual impacts for each headline indicator.
 - A list of innovations or innovative solutions within the sector, total partner investment, and total number of partners.
 - Total value of cost shared by MDF with partners, and total costs incurred by MDF. **See [Section on Tracking Program Costs](#) in Part 2.**
 - Contributions of other donor or publicly funded programs for interventions in the sector. (MDF keeps track of, and acknowledges, other contributions for each intervention in the sector – that number is aggregated here).
 - Date last updated, date for next update, Sector Team names and sign-off by the Results Measurement and Communications Manager.
- Strategy: This page stores a brief description of the sector, a narrative on the strategy adopted for the sector, the intervention areas under the sector and a list of the interventions that cater to each area. It also provides a summary of the cross-cutting themes. This includes defining who the poor are in the sector; the environmental issues and impacts; describing the role of women in the sector and how interventions are improving the involvement of women in the sector.
- Sector Results Chain: The results chain for the sector together with lists of supporting research and assumptions that underpin the logic of the result chains are on this page. Details on creating the sector results chain can be found in the [Sector Result Chain Section](#) in Part 2.
- Projection and Support Calculations: The first part of this page contains the projection and assumptions for the goal-level indicators. These are calculated for each sector based on aggregated numbers for current and projected interventions within the sector. This page should include those detailed calculations used to project the indicators, the sources of information (either secondary or primary source), and what assumptions were made in making those projections. The second part contains additional supporting calculations from research that supports the projections for each intervention.
- Sector Impact: Impacts on each intervention within a sector are aggregated to determine the Sector Impact. This page shows the aggregate numbers for the sector and stores the details on how that aggregation is done. It should include details on the impact achieved by each individual intervention, an account of which interventions have overlaps, and an explanation of how that overlap has been handled during aggregation. Details on aggregation can be found in [Aggregation of Results Section](#) in Part 2.
- Sector Review: The Sector Guide is reviewed and updated on a semi-annual basis as a part of each Six-monthly Sector Management Meeting. This page stores the changes and decisions made when the sector is reviewed and updated every six months. The decisions stored here should indicate the changes that have been made to Interventions within the Sector, changes made to the Sector Strategy and Guide, and the key priorities for the next six months.

Each Sector Guide should be completed within two months of completion of the Sector Strategy and they will be approved by the Results Measurement and Communications Manager. However, the Sector Impact and

Sector Review sections of the Sector Guide will only be completed when applicable.

Step 3 Intervention Design and Validation: Once MDF's Strategy for each sector is finalised, the MDF team focuses on identifying partners within the sector, both public and private, and generating and designing intervention ideas that increase sector competitiveness and stimulate growth from which the poor or marginalised can benefit. Then, the MDF team validates the designed intervention ideas with potential partners and sector experts. This step involves extensive meetings and discussions with potential partners and sector players. The MDF team works with partners on developing and agreeing to activities and then establishes a **Partnership Agreement (See Annex 5)** outlining each party's investment in those activities. Here it is important to focus on one or more of the key constraints identified in the Sector Study and Strategy that can be solved with an intervention activity. Once a Partnership Agreement is signed, all information regarding each intervention is recorded in an **Intervention Guide (See Annex 6)**. Intervention Guides are used as the key management and record keeping tool for each intervention. It records the purpose of the intervention and how it fits within MDF's Sector Strategies. It also identifies activities and their intended results, holds the plan for monitoring and measuring results, and contains information on impacts and lessons learned.

Interventions are further validated by developing a results chain which clearly maps out how activities carried out by MDF's partners can result in the ultimate goal of reduced poverty. In addition to a results chain, realistic projections are made based on discussions with the industry players and experts. These projections are used to determine potential impacts and to get an estimate of the size of that impact. Indicators are defined and a measurement plan for those indicators also developed.

This step consolidates all the thinking carried out during the intervention design phase and ensures that these steps are documented and presented in a manner that is easy to follow and can be used to monitor activities and results. Any additional information required to validate the intervention or for making the projections is collected at this stage and properly documented, stored and referenced for easy finding. This could include additional studies or assessments conducted related to the specific activities of the intervention.

Result Measurement Step 2: Preparing Intervention Guide

The Intervention Guide is the key management and results measurement tool for each individual intervention. It houses the details of the intervention, its relation to the Sector Strategy, the logic of the intervention, and the plan for measuring results.

The Intervention Guide should be completed within four weeks from the start of the intervention by the Sector Teams with support from the Results Measurement Team. It is an Excel workbook and has nine sections in separate worksheets:

- Cover page: This page holds general information including:
 - The intervention title, intervention code, activity start date, activity end date and monitoring end date.
 - Projected and actual impacts of the intervention based on the universal impact indicators.
 - Innovations of the intervention and partner investment.
 - Information on cross-cutting themes, including will it have an environmental impact, will it have implication for women, what is the relevance to poverty reduction and will it have

impacts for those with a disability.

- Date last updated, date of next update, Intervention Managers, MDF cost sharing for the intervention, and list of other relevant interventions with similar activities.
- Strategy: This stores a brief background of the sector, lists the intervention areas under the sector, and provides the idea or story behind this intervention. This section also includes the business model and explanations on how it is going to be commercially sustainable.
- Explanatory notes: This page should provide information on the anticipated target beneficiaries, including who and where (and if required - what ethnicity). It also provides details on MDF's overall strategy for the intervention. This includes an explanation of:
 - What, if any, of the universal impact indicators will not be measured for this intervention and why?
 - What, if any, displacement is likely to occur? Detail explanations on displacement can be found in [Displacement Section](#) in Part 2.
 - Contribution of other publically funded programs. This should include details on the value and activities of other programs related to the partner or partner activities.
 - What systemic change the intervention is expected to bring about. More details on systemic changes can be found in [Capturing Wider Changes in the System or Market Section](#) in Part 2.
 - Gender disaggregation strategy for outreach and employment. More details in the [Gender and Measurement Section](#) in Part 2.
- Results Chain: The results chain for the intervention is located here, along with lists of supporting research and assumptions underlying the logic of the result chains. More details on creating the results chain can be found in [Intervention Result Chain and Business Model Section](#) in Part 2.
- Intervention Progress: This page should be updated with information on how the intervention is progressing. It will be completed after each six-monthly meeting. How the activities have been implemented, what outputs have been achieved and the impact at the sector and support market level of the results chain will be briefly described. Also, the team should include here any lessons learned while implementing this intervention.
- Projections and Support Calculation: The first part of this page contains projections for all indicators in the results chain. Projections are calculated on this page using data and information collected and assumptions made by the Sector Team. This page should also provide a step by step of how those projected figures have been calculated, the source of the information, and what assumptions were made and why. More details on projection can be seen in [Projection Section](#) in Part 2. The second part of this page contains the support calculations which went into the projected figures and which will be updated and used for actual measured figures.
- Measurement Strategy: Presents the overall measurement and attribution strategy for the intervention, explaining how measurement will be done for this intervention to estimate impact and assess attribution. More details in [Estimating Attributable Changes Section](#) in Part 2.
- Measurement Plan: The measurement plan is the planning tool for data collection and impact assessment for the intervention. It contains a list of all the boxes of a results chain, in the sequence that they occur, what indicators will be measured for each box, how it will be done, who will do it and when it will be completed. It also contains details on the location of key information and reports. More

details on completing the Measurement Plan can be found in [Measurement Plan Section](#) in Part 2.

- Log book: The Sector team will record here the changes made to the Intervention Guide. It shows what changes were made, when and why, and describes what the implications for those changes were.

Step 4 Intervention Implementation and Monitoring: Once the intervention activities have begun, the MDF team focuses on monitoring those activities and measuring their impacts. This step involves monitoring implementation of the intervention with partners to ensure that the activities agreed are undertaken. This step coincides with results measurement Step 3, in which both quantitative and qualitative information are collected and analysed to help assess attribution of changes observed through partner activities supported by MDF. Through collecting information on a regular basis, this step also helps the MDF team maintain their understanding of the behaviour and capacities of the players in the sector. In addition, with an on-going regular feedback loop, the MDF team will be able to react to the changes in the market system or new insights learned during the implementation and adjust the intervention strategy and implementation on a timely basis.

Result Measurement Step 3: Data Collection and Analysis

Once the Intervention Guide is complete with a logical results chain and realistic and detailed Measurement Plan, the Sector Team and Results Measurement Team follow the Measurement Plan to collect and analyse information. The information collected should help the Teams determine if the intervention activities are on track, and to what extent they are showing the anticipated impacts that were predicted within the results chain and projections. The guideline on data collection and analysis can be seen in [Data Collection and Analysis](#) in Part 2.

Step 5 Learning and Decision Making - Analysis of Intervention and Strategy Review: The key function of MDF's Results Measurement System is to provide a feedback loop that will facilitate learning. This learning is used to improve the program and maximise results. MDF works with complex market systems and it is likely that initial intervention designs will not work as perfectly as planned. MDF will need to try out several options and make necessary adjustments to find out what works best with the current market system and partners. In order to do so, MDF needs to learn from its interventions on a regular and timely basis, in order to make the necessary adjustments to maximise results.

As in Figure 2, MDF's Result Measurement System is also designed with this purpose in mind. Once the intervention is implemented, monitoring data will also be gathered on a regular basis to provide feedback on the progress of the implementation. The MDF team can analyse the intervention to understand if the expected changes have taken place, why or why not and make necessary adjustments accordingly. This process is represented by the feedback loop between Box 3 and 4 in Figure 2.

In addition, MDF also has a formal review of its strategies and interventions which is represented in Box 5 in Figure 2. This step ensures that the Results Measurement System is used for guiding decisions on implementation of activities. The process of analysis helps the MDF team identify what worked, what didn't work and why it did or didn't work. This analysis and other observations are used to determine what impacts each intervention has had within the sector as a whole. As necessary, changes are made to the **Intervention Guide** and the **Sector Strategy Report** and **Sector Guide**,

incorporating explanations for changes and other lessons learned. This Step occurs every six months in Six-monthly Sector Management Meetings.

MDF's Six-monthly Sector Management Meetings are held every six months with each sector team in order to discuss and document achievements, lessons learned, and develop a plan for the coming six months to develop new interventions and improve existing ones.

This meeting is an important part of MDF's management process. It serves as a critical moment for ensuring that the Results Measurement System is used for guiding decisions on the implementation of activities. It is a regularly scheduled and dedicated time to analyse interventions and review the Sector Strategy.

The meeting must be attended by: The Country Representative, the Coordinator responsible for this sector, the whole Sector Team, and the Results Measurement Specialist responsible for this sector. Other persons who may also be present include: The Team Leader, the Results Measurement and Communications Manager, and if needed, representatives from Finance.

The purpose of the six-monthly meeting is to take time to review and evaluate MDF's progress against the Sector Strategy and document results, lessons learned and changes that are made to interventions and sector strategies. It includes a review of what has been achieved to date in the sector and for each intervention in order to:

- Determine if activities are on course to achieve the intended outcomes;
- Take the time to discuss and document results and other lessons learned;
- Identify what unexpected outcomes have occurred and what changes need to be made to the intervention and sector strategy. These changes will be incorporated as an updated intervention guide and updated sector strategy if needed; and,
- Identify key information needed and develop a research plan to support this.

A detailed outline of the agenda, report, and roles and responsibilities of the six-monthly meeting can be found in [Annex 3](#).

Result Measurement Step 4 Aggregation of Results:

MDF aggregates its potential and actual impacts every year in January, and reports this in the Annual Aggregation of Results. This aggregation is done by the Results Measurement and Communications Manager and the Results Measurement Specialists in each country. A detailed explanation on aggregation can found in [Aggregation of Result Section](#) in Part 2.

Each year, MDF will also consider its overall country portfolio – the mix of sectors and aggregate results. The Annual Aggregation of Results and Six Monthly Sector Meetings will be used by MDF to consider its overall progress and results in each country, with adjustments made where necessary; and new sectors or subsectors added or dropped.

Result Measurement Step 5 Reporting:

MDF uses various reports to capture progress and achievements and to communicate these to its various stakeholders. **Semester Reports (See [Annex 7](#))**, which are generated every six months, provide an update of MDF's work and how it is progressing in each sector and each country. The **Annual Strategic Plan (See [Annex 8](#))** provides an update on progress against the plan from the previous year and contains the coming year's annual plan and budget. The **Annual Aggregation of Results (See [Annex 9](#))** and **Case Studies (See [Annex 10](#))** are used to tell success stories of MDF's impacts, and to provide detailed description and examples of how MDF works to achieve impact in a particular intervention, sector or country. Additional communications

materials are used to report on impacts and results to a variety of different audiences. Please refer to the MDF Communications Strategy.

MDF's Hierarchy of Objectives

To fully understand how MDF activities achieve impacts, it is not only necessary to understand the overall logic and process involved, but to relate this strategic direction to specific and measurable indicators for each intervention. This can only be achieved by using clear indicators that show progress at each level of an intervention towards MDF's goal level indicators of income and employment. MDF has developed a Hierarchy of Objectives with general indicators that measure progress at each level. The Hierarchy of Objectives follows MDF's Impact Logic outlined in Figure 1.

MDF has four strategic levels: Output, Outcome, Purpose and Goal. Each strategic level has a defined objective and its own set of indicators. Table 1 below outlines those objectives and indicators measured at each level.

All interventions should, if successful, generate a change in at least one of the indicators at each level. The indicators below are broad level indicators and will be broken down further and presented in more detail for each intervention. How they will be measured, when, by whom, and using which method will be provided in detail within each Intervention Guide in the Measurement Plan. Below are general guidelines; however more detailed instructions and tips can be found in [Measuring Changes in Indicators](#) in Part 2.

Table 1: MDF Hierarchy of Objectives

Level	Definition/Objectives	Indicators	Means of verification
Goal	To create additional employment and income for men and women in rural and urban areas through sustainable and broad-based pro-poor growth.	Net additional attributable income Net additional attributable Full-time Equivalent (FTE) employment Additional attributable non-cash benefits	Results Measurement System as per DCED guidelines External reports, if any
Purpose	To increase the competitiveness in rural and urban growth sectors.	Effective outreach Attributable increase in productivity Net additional attributable sales Additional attributable market share Attributable innovative and/or Environmentally and Socially Responsible Business practices Signs of wider systemic change: copying	Results Measurement System as per DCED guidelines External reports, if any
Outcomes	Improved service delivery of relevant support systems to rural and urban growth sectors.	Additional attributable transaction value, usage or awareness (in relation to product, service, information, etcetera) for both private and public providers Number of target beneficiaries benefited from the changes in business environment. Signs of wider systemic change: crowding-in	Results Measurement System as per DCED guidelines External reports, if any
Outputs	Increased capacity of strategic private and public sector players in relevant support systems to service rural and urban growth sectors.	Capacity of players in relevant support systems. Number of attributable innovative and commercially sustainable solution business solutions and regulatory reforms Additional attributable investment in relevant service delivery	Results Measurement System as per DCED guidelines

Outputs

Outputs relate to the increased capacity of the strategic private and public sector players, with whom MDF partners to improve their provision of goods and/or services to target beneficiaries. Players at this level are those that the Facility partners with to increase or improve their 'support' or 'service' to

enterprises or beneficiaries within a sector in a manner that addresses the key constraints of the sector. What is measured here is **support market output impact**.

Indicators

Key indicators here are ‘number of innovative solutions adopted to address particular constraints’ and ‘investments made by partners to produce and implement the innovative solution(s)’. This information will contribute to an understanding of whether the capacity of support market players to cater to the needs of enterprises in the sector does increase because of MDF activities. So it will provide a measure of whether partners have better capacity, are able to implement new innovative solutions and invest in implementing such solutions. At this level, MDF measures and aggregates across interventions and countries the **Private Sector Investment Leveraged** (i.e. Partner Investment) and the **Number of Regulatory Reforms and Business Innovations**.

Measurement

Information at this level will be collected from the partners that MDF works with, or by MDF itself, and the collection will be done while activities are being implemented or immediately after they have ended. Collecting this information early on will help monitor if the intervention is resulting in improved capacity of the support market player and if they see any value in the improved capacity. It can also help MDF adjust the support it is providing to the player and improve the effectiveness of its intervention.

The Facility will keep records of the old practices of the partners and comparable private and public sector players, and will compare that against any new practices adapted by the partners to make the support market work better. The Facility will also keep records of the additional investments leveraged in the production of the innovative solution. Additional investment leveraged from partners in interventions could be a sign of commitment to change, serving as a proxy indicator to sustainability.

Outcomes

Outcomes relate to how the enterprises in the sector respond to the improved service delivery or introduction of the innovative, commercially sustainable solution triggered by the interventions. This is dependent on whether the solution is appropriate (affordable, timely, and user friendly) and whether it really addresses a critical constraint and provides improvements so good that target beneficiaries are willing to respond to it, invest scarce resources in it, and see the commercial benefit in using it. Impacts at this level reflect the responses of beneficiaries to the new or improved solution within the sector and so are **support market outcome impacts**.

Indicators

The indicators measured at this point relate to responses of target beneficiaries. It can be reflected by increased knowledge among target beneficiaries on better ways of doing things and/or an increase in demand of particular services. At this level, MDF measures and aggregates across interventions and countries the **Value of Additional Market Transactions**. This shows how much market transactions are increasing as a result of the intervention, representing increased economic activity which contributes to economic growth. The market transaction is unique to each intervention. The transaction measured can be between MDF’s business partner and beneficiaries; or between MDF’s business partner and its target market. MDF will also monitor wider systemic change occurring in the

form of crowding in. This is an indirect impact attributable to the Facility's work and will be included in the intervention results chains.

Measurement

Measurement at this level will take place after the beneficiaries in the targeted growth sectors have received the new product/service/knowledge. In some cases, information collection on this level may be pushed back to when the target beneficiaries have had the opportunity to use the new product/service/knowledge so as to be able to also assess their satisfaction. In addition, MDF will also check for instances of other support market players starting to offer the new product, service, or knowledge; and instances of other target beneficiaries accessing the product, service, or knowledge through the crowding-in of other support market players. There is a gap in time between initial changes in outputs and the wider systemic changes, which should be considered for measurement. For example this gap could be one business cycle or one cultivation season before other service providers change their behaviour. Additional market transaction value is measured as the additional revenue generated from the product or service (accounting for what the value was before). It will be measured after the trigger occurs and is measured at the partner level.

Purpose

At the purpose level what the Facility aims to achieve and measure is improved performance and competitiveness of target level enterprises or target beneficiaries in each sector. Achievements at the purpose level are measured through the benefits that these enterprises/beneficiaries receive as a result of their response to the new product or services. This is the **sector level impact**. If the enterprises within a sector become more competitive, the sector becomes more competitive.

Indicators

This increased competitiveness of enterprises can be measured using different indicators depending on how the growth stimulated by MDF is best captured. If enterprises are generally unproductive or inefficient or need to switch to a new product, new service, or a different value proposition – then productivity is a good way to measure improvements to their competitiveness. If companies need to invest in their capacity rather than a change in production – then sales or market share are more appropriate. If enterprises depend on rapid product development or changes in product mix, then innovativeness could be considered an indicator.

For the sake of attribution, the Facility will also check to see that the improved performance of the enterprise is due to the innovation instigated by MDF in the support market. The Facility will also monitor another form of wider systemic change at this level: the copying of best practices by other enterprises or beneficiaries in the sector not directly reached through the intervention. This is a form of indirect impact attributable to the Facility's work and hence will be included in the results chains in the Facility aggregate-level reporting. Just like crowding in, this phenomenon also comes after a period of time, for example one business cycle or one cultivation season.

Measurement

Measurement at this level will be carried out at the end of the first business cycle of the target beneficiaries after they have received a particular output. Measurement is done through a sample study of the target beneficiaries to assess if the target beneficiaries get any benefits, how much benefit they get and, if appropriate, that they would recommend use of the output to others. A counterfactual is also measured here to assess the actual attributable impacts seen by the target beneficiaries.

Goal

The ultimate goal level impact of the Facility is its impact on poverty. The objective at this level is additional income for poor women and men (business-owners, farmers, labourers) and additional employment for poor labourers. For measuring purposes, this is termed **poverty level impact**.

Indicators

Additional income is defined as **net additional income** which is additional revenue minus additional costs. This takes into account additional investments or costs that were needed to earn this additional income or loss of other income sources in order to focus on earning this additional income.

Additional employment will be measured as **net additional employment**, and is calculated in man-days aggregated into Full Time Equivalents (FTEs).

Critical pieces of information for this indicator are the number of enterprises and support market players experiencing a change in the targeted sector, and additional income earned. Data on additional income and jobs is collected and calculated at the same time that information on improved performance is collected and is also done via a sample study of target beneficiaries.

Measurement

For this level, MDF measures additional income and employment.

Additional income is measured as additional net income, taking into account additional investments that were needed to earn this additional income or loss of other income sources in order to focus on earning this additional income. Measurements may be based on counting income or calculations.

Additional employment is measured as additional net employment. For MDF, sustainable employment will be counted, not temporary or short-term jobs. Employment is calculated in man-days aggregated into Full Time Equivalents (FTEs). For MDF, a person employed full-time is a person who works an aggregate of 240 days in a year. Thus all employment generated will be measured in number of days actually worked and then divided by 240 to get the full time equivalent employment created. Here measurements may be based on actual counting or calculated based on labour multipliers.¹

MDF Headline Indicators

MDF has six headline indicators that it measures across interventions and aggregates across countries.

To assess its impact on growth and poverty reduction, MDF measures and aggregates three **universal impact indicators**, as outlined in the Donor Committee for Enterprise Development (DCED) Standard for Results Measurement in Private Sector Development. These universal impact indicators are measured across partnerships, sectors and countries. MDF defines these indicators according to the following:

- **Effective Outreach²:** The total number of beneficiaries – small farms, firms and workers – that are able to increase their productivity and/or benefit financially from MDF's partnerships. This includes those beneficiaries with income from self-employment

¹ MDF can use multipliers or calculations where appropriate, however each multiplier needs to be supported by proper research; and calculations based on reliable information collected at other levels.

² Note that this definition is broader than the DCED universal indicator. MDF's definition includes workers (persons benefitting from the additional employment created); whereas the DCED definition does not.

activities or those benefitting from additional employment. This indicator measures the scale of MDF's impact.

- **Net Additional Employment:** Net additional employment created, calculated in man-days aggregated into Full Time Equivalents (FTEs), using 240 working days per year and 8-hour working days. This indicator measures the number of jobs generated as a result of MDF's partnerships.
- **Net Additional Income³:** Net additional income earned by beneficiaries, calculated as additional income minus additional expenses. This indicator measures the amount of income generated as a result of MDF's partnerships.

Using these common indicators across its portfolio allows MDF to aggregate and compare its results across its sectors and countries. Because these impact indicators are dependent on a series of changes which take longer to achieve – sometimes more than two years – MDF also measures indicators to show the intermediary results (or outputs) of its portfolio. These **output indicators** are also measured across partnerships, sectors and countries and are aggregated for MDF's whole portfolio. They include:

- **Number of business innovations and regulatory reforms:** A business innovation can be the introduction of a new product, service, business practice or production method, or the targeting of new suppliers and customers. Innovations can be new to the business, the sector or even the country. A regulatory reform is a change in the rules and regulations of the economy that reduces transaction costs and stimulates investment. Partnership Agreements may be signed which introduce one or possibly multiple innovations and/or regulatory reforms.
- **Value of private sector investment leveraged:** The amount of money the partner investments in the development and implementation of the innovations or regulatory reform. The investment can be made directly in partnership activities, or in further improvements to products or services resulting from a partnership. The investment can be that made directly by partners or additional investment leveraged by partners from private funding sources.
- **Value of Additional Market Transactions:** The value of additional market transactions generated as a result of MDF's partnership. This indicator shows how much market transactions are increasing as a result of MDF's partnership, representing increased economic activity, which contributes to economic growth. The market transaction is unique to each partnership and depends on the nature of each partnership. The transaction measured can be between MDF's business partner and beneficiaries; or between MDF's business partner and its target market. It measures the payments made between the actors, covering the additional revenue generated from the product or service on behalf of either the partner, or the beneficiaries. The indicator is measured at the partner level and measured as revenue, and so should not be confused with net income to beneficiaries or net income to partners.

³ Note that MDF's definition includes net additional income earned by all beneficiaries (small farms, firms and workers); whereas the DCED definition does not include net income earned by workers.

Cross-Cutting Themes

MDF's cross-cutting issues include environment, gender and disability. Considerations for each of these issues are incorporated in to the day-to-day operations to ensure social and environmental sustainability of the Facility's work. This is achieved by:

- Completing detailed studies, where appropriate, to understand social and environmental issues. For all cross-cutting issues, MDF conducts analysis to understand each country-level situation, either through the sector assessment or a dedicated study. This analysis is incorporated into MDF's sector strategies and further helps to identify and design interventions which do not have negative effects and those opportunities that could lead to potentially positive outcomes.
- Specific tools for each cross-cutting issue ensure the MDF team gives appropriate consideration to these issues for each intervention. These tools are developed and incorporated into the Intervention Guides to ensure that MDF takes a systematic approach to addressing the social and environmental considerations identified. In addition, all MDF staff are familiarised with environmental, gender and disability considerations in the country where they work through Sector Assessments and at times specialised training and are trained in the use of these tools.

A summary for each cross-cutting issue is included below:

- **Environment:** MDF's Environmental Guidelines lay out MDF's Environmental Management System. The guidelines identify the considerations and processes required to be compliant with both Australian Government and local environmental regulations. MDF's key tool for environmental management is the Environmental Checklist, which is completed, one per intervention, to identify the environmental risks and potential positive outcomes of each intervention. The Checklist is also used to determine what, if any, additional actions are required to ensure the environmental sustainability of the intervention, such as an Environmental Impact Assessment (EIA) and Environmental Management Plan (EMP). Please refer to *MDF's Environmental Management System Guidelines* for more details on the checklist. However it is the responsibility of each Partner to implement, manage, and monitor their EMP, ensuring their own compliance with local regulations. The Cover Page of each Intervention Guide should include a summary of the environmental risks or potential positive outcomes and the steps taken to address them. (See Cover Page of Intervention Guide).
- **Gender:** Gender considerations will be incorporated into each Sector Assessment Report and Sector Strategy after a dedicated gender study is completed in-country. The gender study will focus on MDF's target sectors, and identify where women are represented in the sector, what economic roles they play, and how economic activities in the sector can contribute to greater gender equality. With this sector-specific gender information, teams identify gender considerations for each intervention and summarise them in the Cover Page of each Intervention Guide. See [Annex 11](#) for a draft of gender issues to consider for each intervention. In addition, gender considerations will be made when selecting activities, analysing activities and impacts, and all MDF key indicators are disaggregated by gender. Additional tips on gender can be found in Part 2. (See Cover Page of Intervention Guide).

- **Disability:** Teams should identify in the Cover Page of each intervention guide, if the intervention can provide income and employment opportunities, or increase the economic role of those with a disability. Definition of a disability includes people with physical, sensory, mental or intellectual impairments. (See Cover Page of Intervention Guide).

Roles and Responsibilities

Results measurement and all tasks that go along with it are the responsibility of the Results Measurement Team as well as the Sector Teams. Collaboration between the two is very important. The Sector Teams have in-depth knowledge about the sector and partners. Their daily interaction with partners and others in the sector gives them access to new and updated information on a regular basis. The Results Measurement Team has technical expertise in research and analysis, and ensures that MDF's Results Measurement System follows good practice and adheres to the Standard set out by the DCED.

Throughout this Manual, the roles of the Sector Teams and the roles of Results Measurement Specialists have been specified. The table below summarises these points and shows how each party should be involved in each major task.

Table 2: Roles and Responsibilities

Activity	Sector Team	Results Measurement Team
Sector Study		
Designing Sector Study for understanding a sector	Completes the study design with RM.	Supervises and assists Sector Team with design.
Conducting Sector Study for understanding sector and designing interventions	Conducts Study together with RM.	Conducts study together with Sector Team.
Writing Sector Study	Writes Sector Assessment Report.	Assists with analysis and reviews report.
Developing sector strategy		
Making Sector Results Chains	Completes together with RM.	Completes together with Sector Team.
Completing Sector Guide (SG)	Completes Sector Guide with RM.	Completes Sector Guide with Sector Team and checks and finalises sector guide.
Updating SG	Updates with assistance from RM.	Updates with Sector Team and checks and reviews all updates.
Interventions Design and Validation		
Intervention design and negotiations with partners	Leads intervention design and handles all negotiations and agreements with partners.	Assists with any required research or assessments to support intervention design.
Making Intervention Results Chain	Completes together with RM.	Completes together with Sector Team.
Establishing Indicators	Completes together with RM.	Completes together with Sector Team.
Calculating Projections	Completes together with RM.	Completes together with Sector Team.
Designing Measurement Plan	Completes together with RM.	Completes together with Sector Team.
Finalising the full Intervention Guide (all sections)	Completes remaining sections of Intervention Guide.	Finalises Measurement Plan and explanatory notes within Intervention Guide.
Implementation and Monitoring Activities		
Capturing intervention monitoring data	Monitors intervention and captures data.	Supports review of data captured through monitoring.
Designing measurement tools	Completes together with RM.	Completes together with Sector Team.
Data Collection (in-house)	Gathers data using measurement tools (in-house).	Supervises and assist to gather data using measurement tools (in-house).
Data Collection (outsourced)	Provides technical inputs on the sector and intervention. Facilitates data collection in the field.	Designs and manages outsourced data collection.
Analysis, Review and Updates		
Impact data analysis and preparation of findings	Completes further analysis on what results means for MDF.	Analyses data and prepares findings and results.
Six-monthly Sector Management Meeting	Prepares agenda.	Assists to prepare agenda.

to review findings, update interventions and update strategy	Completes preparation tasks as assigned. Participates in six-monthly meeting. Writes and finalises six monthly-meeting report.	Completes preparation tasks as assigned. Participates in six-monthly meeting. Comments on and reviews six monthly-meeting report.
Updating of IG	Completes all Intervention Guide updates with assistance from RM.	Assists Sector Team to update Intervention Guide, reviews and checks updates.
Updating of SG	Completes all updates or changes to Sector Strategy with RM team, and participates in additional required research needed.	Completes all updates or changes to Sector Strategy with sector team and manages (designs and implements) additional required research needed.
Aggregation and Reporting		
Aggregation of data across sectors	Provide technical inputs on the sector and intervention.	Completes aggregation of data across sectors.
Updating cost information for interventions and sectors	Updates cost information using information provided by Operations and Finance.	Assists sector team to update cost information. Reviews and reports cost information.
Case studies	Carries out data collection for case studies. Can participate in analysis and writing of case study. Edits and reviews final case study document.	Plans and designs case study and data collection tools. Supervises data collection. Completes analysis. Writes case or supervises report. Reviews and publishes final document.
Reporting on achievements in Semester Report, Annual Aggregation of Results and Annual Strategic Plan (ASP)	Assists RM with semester reporting.	Drafts achievements and reporting on indicators for Semester Report and ASP.
Special Studies	Assists RM to plans the study. Inputs in the design. Assists to carry out data collection.	Plans and designs study. Supervises data collection. Completes data analysis. Assists and reviews report on study.

Results Measurement is also built into the various management levels of MDF.

- **The RM Specialists:** are responsible for the day-to-day implementation of Results Measurement in their respective countries. RM Specialists make up the RM Team and work closely with the Sector teams on all stages of Results Measurement according to the roles and responsibilities in Table 2 above.
- **The Country Representatives:** are responsible for the day-to-day management of Results Measurement activities in their respective countries, including direct management oversight of the RM Teams.
- **The Results Measurement (and Communications) Manager:** is responsible for the overall set-up and quality of MDF's Results Measurement system, as well as aggregation of results and projections across all MDF countries. The RM&C Manager is responsible for ensuring that MDF's system and its implementation in each country complies with DCED standards and that research is conducted according to best practices. The RM&C Manager also provides country RM teams with training and technical support as and when needed.

Results Measurement Products and Reporting

MDF uses various materials and products for measuring results; and various reports are used throughout each year to present MDF's learning and impacts.

MDF's Result Measurement System will be officially audited according to the DCED Standard. Proper documentation and record keeping is important for the audit process. The documents required for the audit can be seen in [Annex 12](#).

It is important to keep appropriate documentation and records, which are easily accessible in MDF's filing system. While the majority of information on Sectors and Interventions is kept in Sector and Intervention Guides, supporting documentation – including monitoring documents; meeting notes; research plans and summaries amongst others – must also be kept and maintained.

Documentation and Record-Keeping

Table 3 summarises the key documents that need to be kept at each step according to MDF's Key Management Process. It also includes the timeline, filing location and person responsible for record-keeping.

Table 3: Documentation and Record-Keeping

Step	Document	Completion Date	Filing Location	Responsible for Record-Keeping
1. Sector Study	Sector Assessment Report	End of the Sector study	Country/Sector Folder/4.Sector Assessment Report	Sector Team
2. Sector Strategy	Sector Strategy Report	End of the Sector Study	Country/Sector Folder/4.Sector Assessment Report	Sector Team
	Sector Guide	Two months after finalising Sector Strategy	Country/Sector Folder/7.Sector Guide and Calculations	Sector Team
3. Intervention Design and Validation	Partnership Agreement	One week after agreement reached	Country/Sector Folder/6.Interventions/Intervention Folder/2.Partnership Agreement	Intervention Managers
	Intervention Guide	Four weeks after signing a Partnership Agreement	Country/Sector Folder/6.Interventions/Intervention Folder/3.Intervention Guide	Intervention Managers
4. Implementation and Monitoring	Monitoring Documents	As per MRM plan	Country/Sector Folder/6.Interventions/Intervention Folder/6.Intervention Activities	Intervention Managers
	Studies and Research (Research Plan and Assessment Report)	As per MRM plan	Country/Sector Folder/6.Interventions/Intervention Folder/6.Intervention Activities	Intervention Managers
5. Learning and Decision Making – Analysis of Intervention and Strategy Review	Six Monthly Review Report	Every six months after Sector Strategy Report complete	Country/Sector Folder/8.Review meetings	Sector Team
	Update if required: Sector Strategy Report	Following Six Monthly Review Report as per plan	Country/Sector Folder/4.Sector Assessment Report	Sector Team
	Sector Guide		Country/Sector Folder/7.Sector Guide and Calculations	Sector Team
	Intervention Guide		Country/Sector Folder/6.Interventions/Intervention Folder/3.Intervention Guide	Intervention Managers
6. Reporting	Semester Report	31 January and 31 July	Administration/Reporting/Implementation Reports	Team Leader
	Annual Aggregation of Results	Each February (for input to DFAT QAI)	Administration/Reporting/Implementation Reports	RM&C Manager
	Annual Strategic Plan	31 March (or otherwise agreed with DFAT)	Administration/Reporting/Annual	Team Leader
	Case Studies	Annually as per Communications Plan	Strategic Plans Country/Communications/Case Studies	Country Representative
	Special Studies	As required	As required	Country Representative

MDF Reporting Structure

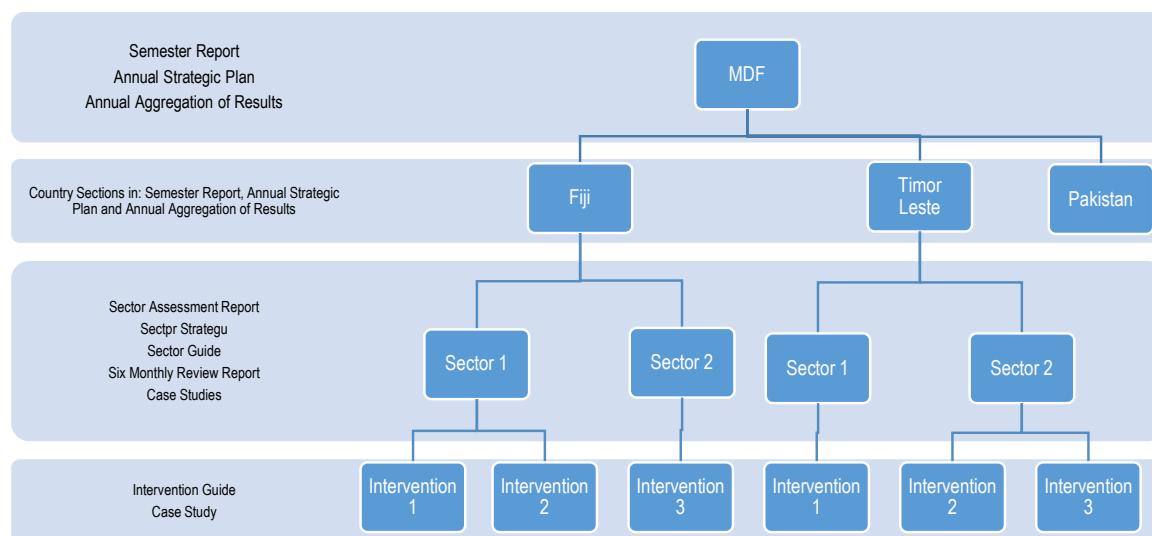
MDF is a multi-country facility which works in different sectors in each country. This means that MDF generates different materials or reports for different sectors and different countries, and also generates aggregated reports on MDF as a whole.

As seen in Figure 2, at the **Facility level**, MDF will produce the Semester Report, Annual Strategic Plan and Annual Aggregation of Results. These documents include overall aggregated information as well as breakdown information by country and, when required, by sector. These documents are produced at the facility level and to be shared with MDF stakeholders and, where necessary, the public.

In each country, at the **Sector level**, MDF will produce Six-Monthly Review Reports, Sector Assessment and Strategy Reports, Sector Guides and Case Studies (as identified).

At the **Intervention level**, Intervention Guides and Case Studies (as identified) will be produced. Intervention Guides keep track of what is taking place in each intervention within a sector. They are internal working documents which are constantly updated with monitoring information and plans for future monitoring based on MDF's work and changes in the market. Information from these documents will also be used in developing the Sector level and Facility level reporting documents.

Figure 3: MDF Reporting Structure



Part 2: MDF's Results Measurement Guide

This section provides a step by step guide to MDF's key tools and techniques that are utilised in MDF's result measurement process in Part 1. The table below summarises the key tools and techniques presented in this part in relation to MDF's key result measurement process in Figure 2 (Part 1).

Annex 13 contains an overview table summarising each tool, why it is used, who is responsible, and by when it should be completed. **Annex 14** contains an additional checklist tool for Intervention Managers and the results measurement team to use in order to complete Intervention Guides in a timely and efficient manner.

Table 4: Summary of Key Tools and Techniques for Each Step

Process	Key Tools or Techniques Discussed in Part 2
1. Developing Sector Guide	Sector Results Chain Projections
2. Developing Intervention Guide	Intervention Results Chain Business Model Measurement Period Displacement Indicators Projections Attribution Measurement Plan Measuring Tools Capturing Wider Changes in the Market
3. Data Collection, Analysis and Decision Making	Data Collection and Analysis Use of Information in Decision Making
5. Aggregation of Results	Aggregation of Results

Articulating the Results Chain

This is the first and most crucial step in monitoring and results measurement. The results chain is a thorough, logical and realistic flow-chart that maps out how a particular intervention or work in a particular sector can lead to increased jobs and income. The purpose of the results chain is to help MDF's staff to think through and clarify the logic of each intervention by showing how activities will lead to outputs, outcomes, purpose and goal. It also helps staff to make projections and identify key assumptions that need to be verified. Result chains are the backbone of MDF's Result Measurement System. Indicators and Measurement Plans will also follow the structure of the result chains.

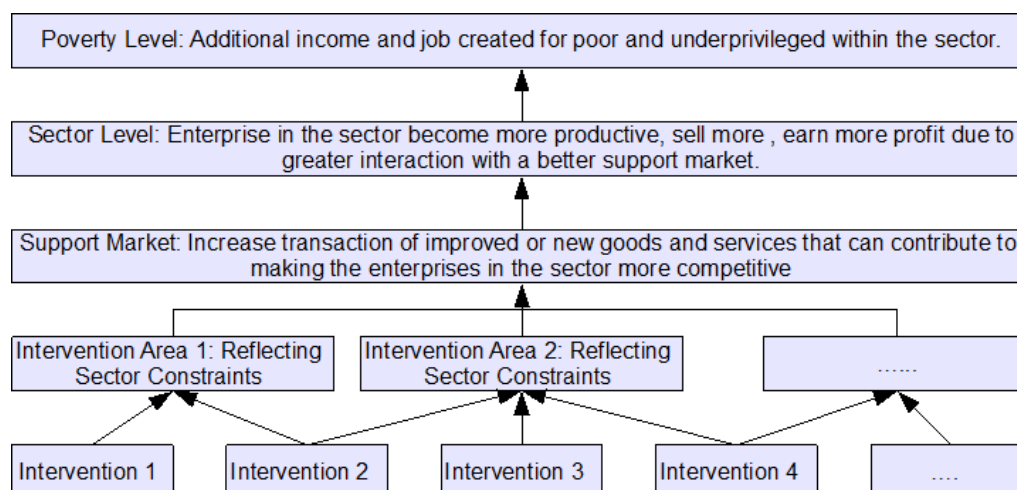
MDF has two levels of results chains, one for each sector and another for each intervention. Results chains should, in all cases, show how MDF is working towards achieving its objectives. However, the structure of the two results chains are different. The structures are explained below.

Sector Results Chain

The Sector Results Chain shows a logical link of how interventions, spread across the sector's intervention areas, can produce the changes needed to achieve increased employment and incomes. It begins by showing how different interventions fit into each intervention area. Moving up the chain, it shows how they work together towards creating a stronger more efficient support market which then results in improving performance among enterprises in the sector, making the sectors more profitable and productive, which in turn creates more jobs and increases incomes. There are five levels to the

Sector Results Chain: Interventions, Intervention Areas, Support Markets, Sector Level and Poverty Level. This can be seen in Figure 4.

Figure 4: Structure of Sector Results Chain



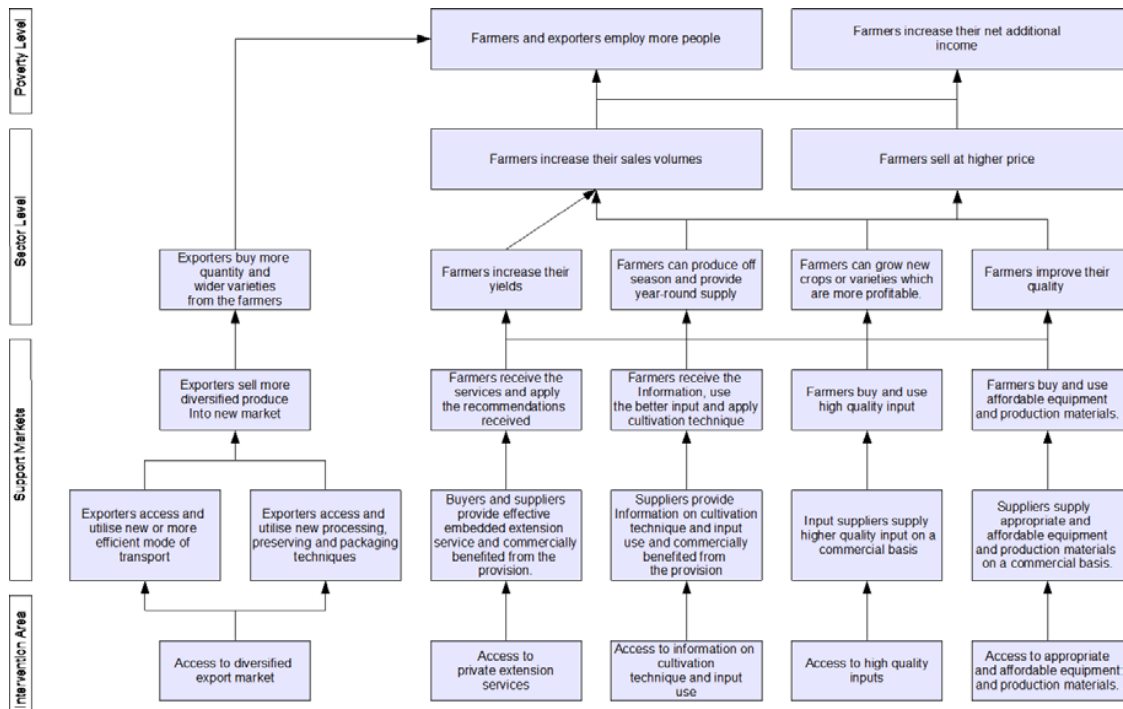
The Sector Results Chain will be produced after the Sector Assessment and Sector Strategy are completed. Initially the interventions will not be defined, but the **intervention areas** will be included, and the interventions added under each as they develop. The Sector Results Chain is not as detailed as an intervention results chain, which allows you to calculate impact step by step. Instead the Sector Results Chain brings together and aggregates results for a whole sector. It can be useful to work through how interventions together will lead to overall results for the sector. It will be continually updated after more information is known about a sector on what can be realistically achieved.

The basic step by step guide for drawing the sector results chain is as follows. Figure 5 provides an example of MDF's Horticulture Sector Results Chain in Fiji.

Guide to Drawing Sector Results Chain
<ul style="list-style-type: none"> The Sector Results Chain is developed after the sector assessment and strategy are completed and enough information is known about how the sector works. From the Sector Strategy, the intervention areas that MDF will focus their work on have already been identified. The good place to start is to first draw all the intervention areas that were identified in the Sector Strategy. The next step is to identify the changes in support markets for each intervention area that MDF has envisaged. Every change is written in one box. For example, in Figure 5 for the intervention area of "access to high quality inputs", MDF, from its interventions, would like to see "input suppliers supply higher quality inputs on a commercial basis". The next level will explain uptake of the target beneficiaries. In this example, it will be "farmers realise the benefits of higher quality inputs supplied as well as actually buy and use them". At the sector level, describe the changes in the performance of target beneficiaries due to behaviour changes at the level below. For example, by using better inputs, farmers might have higher yields, produce higher quality produce, and be able to produce off-season as well as produce new varieties or crops which will lead to higher sales volume, higher price or both. For the poverty level, include boxes for net additional income and additional jobs created and link it with the appropriate boxes at the sector level.

- After the Sector Results Chain is complete, fill in the supporting research and assumptions box with the information used that underlies the logic of the result chains and the changes that are anticipated.
- Once interventions are identified, the interventions will be added below each relevant intervention area and linked with them.

Figure 5: Simplified Example of Horticulture Sector Result Chain without Interventions



Intervention Results Chain and Business Model

While the Sector Results Chain shows MDF's overall strategy in the particular sector, the intervention results chains show how MDF's activities with each partner are expected to lead to a series of changes which leads to poverty reduction. The results chain shows the expected outcomes and impacts at each level of change in detail, so that it is possible to attribute changes at a poverty level to activities and support market outcome changes.

All results chains need to have a logical flow of results and needs to be sufficiently detailed. It should be clear that the changes have a link between them, with one leading to another. The results chain also needs to show how systemic change occurs through aspects like crowding-in and copying. Systemic change may also include aspects such as the partner modifying the product or service to adapt to their customers.

Before starting to develop the results chain, it is useful to consider the sustainable business model (business transaction between different parties) for the proposed solutions. The following are typical questions to answer when developing the sustainable business model:

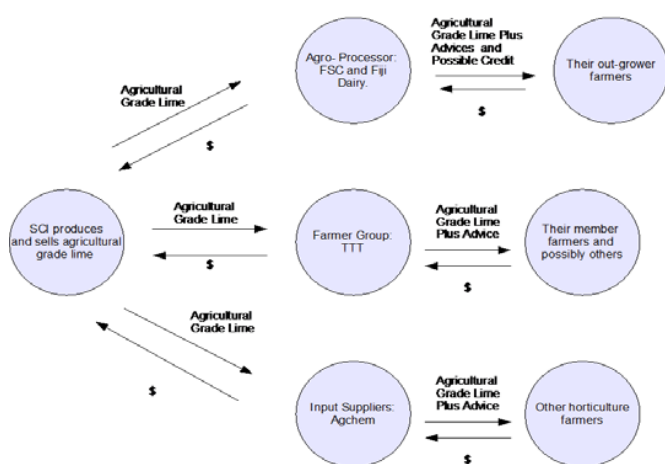
- What will be transacted? By whom?
- Who will pay for it?
- What are the incentives for each party to participate in the transactions?

- Do they have necessary capacities to effectively carry out the transactions?
- How it is going to be sustainable?

The answers for these questions can be visualised in a business model diagram. The business model should help explain how the changes can lead to a lasting impact.

An example can be seen in Figure 6. In this example, MDF would like to trigger the production and supply of locally produced agricultural lime. With the intervention, MDF will trigger a cement manufacturer to produce, distribute and sell the agricultural lime through several types of intermediaries who buy the lime and retail it to the farmers together with advice on how to use it properly. All transactions will be commercial. Hence, the sustainability of this model depends on the benefits and profitability of transactions for each party. The business model together with a description on how it is going to be sustainable will be recorded in the Intervention Guide on the *Strategy Page*.

Figure 6: Simplified Example of Business Model for Agricultural Grade Lime Intervention



Once business model has been developed, the next step is to draw the results chain. With the envisaged business model in mind, the result chain is used to map out how MDF's activities will trigger the functioning of the business model. Each change is mapped out as one box. The results chain, moving upwards, shows how the beneficiaries can benefit from the transactions as well as what will be the impacts on the income and employment. The example of the result chain can be seen in Figure 8.

The step by step guide for drawing the intervention results chain is as follows:

- The first step is to list down key activities that need to be carried out in order to trigger the intended changes in the support market, or what will trigger the new business model to start functioning. This would be a list of the key activities within the partnership agreement with MDF and its partner. For this example, what activities does MDF need to carry out to trigger the cement manufacturer (who is currently only producing cement) to produce and market agricultural grade lime. In this case, there are two key activities: a feasibility study and market plan.

Note: there might be activities for which the partner is responsible, that MDF is not involved in. These may or may not be incorporated into the partnership agreement, but in either case they are pre-conditions. These should also be included in the results chain as a dotted red box showing the appropriate links with other activities and outputs.

- Then, arrange the key activities in logical order. For example, the marketing plan cannot be carried out before the feasibility study since they need to know the market demand and customer information beforehand.
- The next step is to map out the result of the activities on the partners or support market players in terms of changes in capacity, incentive or knowledge and understanding. For this example, with the feasibility study, the partner will know the business potential and profitability for producing agricultural lime, what additional investment in machinery needed to produce this grade and how to distribute and market it.
- Then, map out how changes in the capacity of the players will lead to the new business model. For this example, they have to invest in the additional machinery and equipment, produce it, distribute to the regional distribution centres and sell it to different type of intermediaries who will retail to the farmers with advice on usage.
- Then, map out how the beneficiaries are expected to respond to the solutions. For this example, farmers are expected to buy the lime and use it according to the instructions they received.
- The next step is to map out the expected changes in the performance of the target beneficiaries which are a result of their response. For this example, if the farmers use lime properly, their yields are expected to be increased. Then, they will be able to sell more produce to the market.
- Then, link the changes in performance to the increase in net additional income and job creation. For this example, an increase in sales volume will lead to an increase in income. Once they have higher income, they may expand their cultivation areas and possibly employ more workers.
- The next step is to consider the possibility of copying and crowding in and map them out in the results chain accordingly. For this example, copying is not likely to be possible. They need to buy lime from someone. However, crowding-in is possible. Once other intermediaries see the existing ones make more money, they are likely to copy and enter into the agricultural lime business. The explanation on what and how systemic changes are likely to happen will be recorded in the Intervention Guide as well as the completed intervention results chain.
- The last step is to document the key supporting research and assumptions that underlie the logic of the result chains in a table. The assumptions need to be clear – they should explain why one change leads to another.

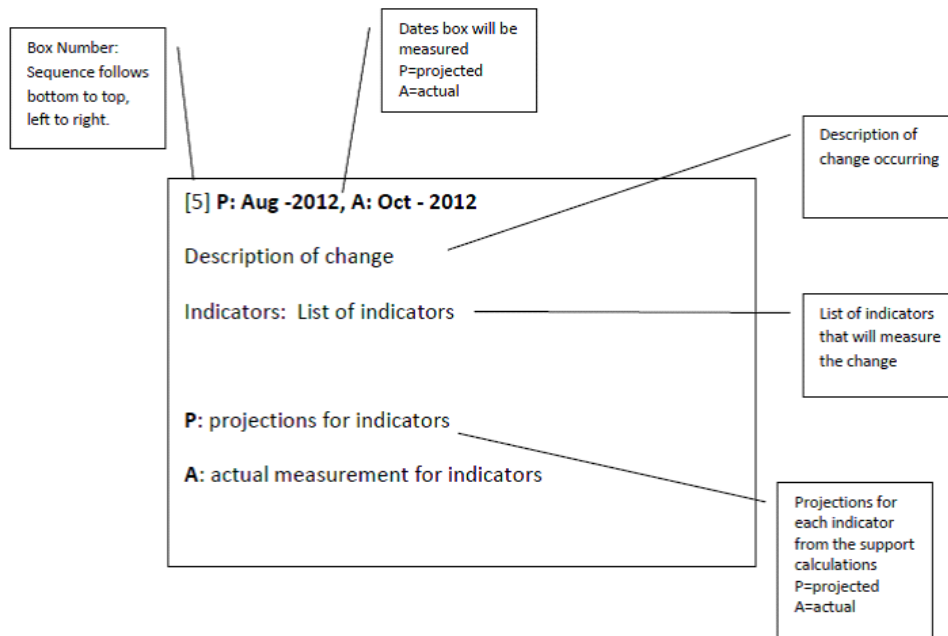
The table below provides a guide to the levels of the results chain.

Table 5: MDF Guide to the Levels of the Result Chain

MDF Hierarchy of Objectives	RC Level	Description	Example
Goal	Poverty Level	Additional jobs and income created: <ul style="list-style-type: none"> • Net Additional Income • Additional FTE Employment 	Increase income and new employment
Purpose	Sector Level	Performance improvements: <ul style="list-style-type: none"> • Improvements on an enterprise, individual and sector level such as increased productivity, profits, yield, sales, expansion, etc. • The poor benefit from improved performance and sector competitiveness. 	Yields increase, cultivation expands and farmers sell more throughout the year
Outcome	Support Market Outcome	Uptake: <ul style="list-style-type: none"> • Response to the trigger, or the transaction around the product or service (buy, use, apply). • Markets around the poor work better. • Behaviour change: service user 	Farmers buy and use lime, which is now available and which they know how to use
Output	Support Market Output	Trigger: <ul style="list-style-type: none"> • Immediate results of the activities that influence the market. • Partner increases capacity and implements innovative activity. • Behaviour change: service provider 	Production of agricultural grade lime, that is available and affordable to farmers Consumer education and promotion
Activities	Activities	Shows the activities that MDF supports with partners: <ul style="list-style-type: none"> • Includes all relevant activities under the Partnership Agreement. 	Market Feasibility Study Marketing Plan

Although the example shows only a simplified format of the boxes in the results chain, MDF uses a standard box in the result chain which can be seen in Figure 7 below.

Figure 7: Standard format for Result Chain Box



Box 1: Tips for developing the results chain

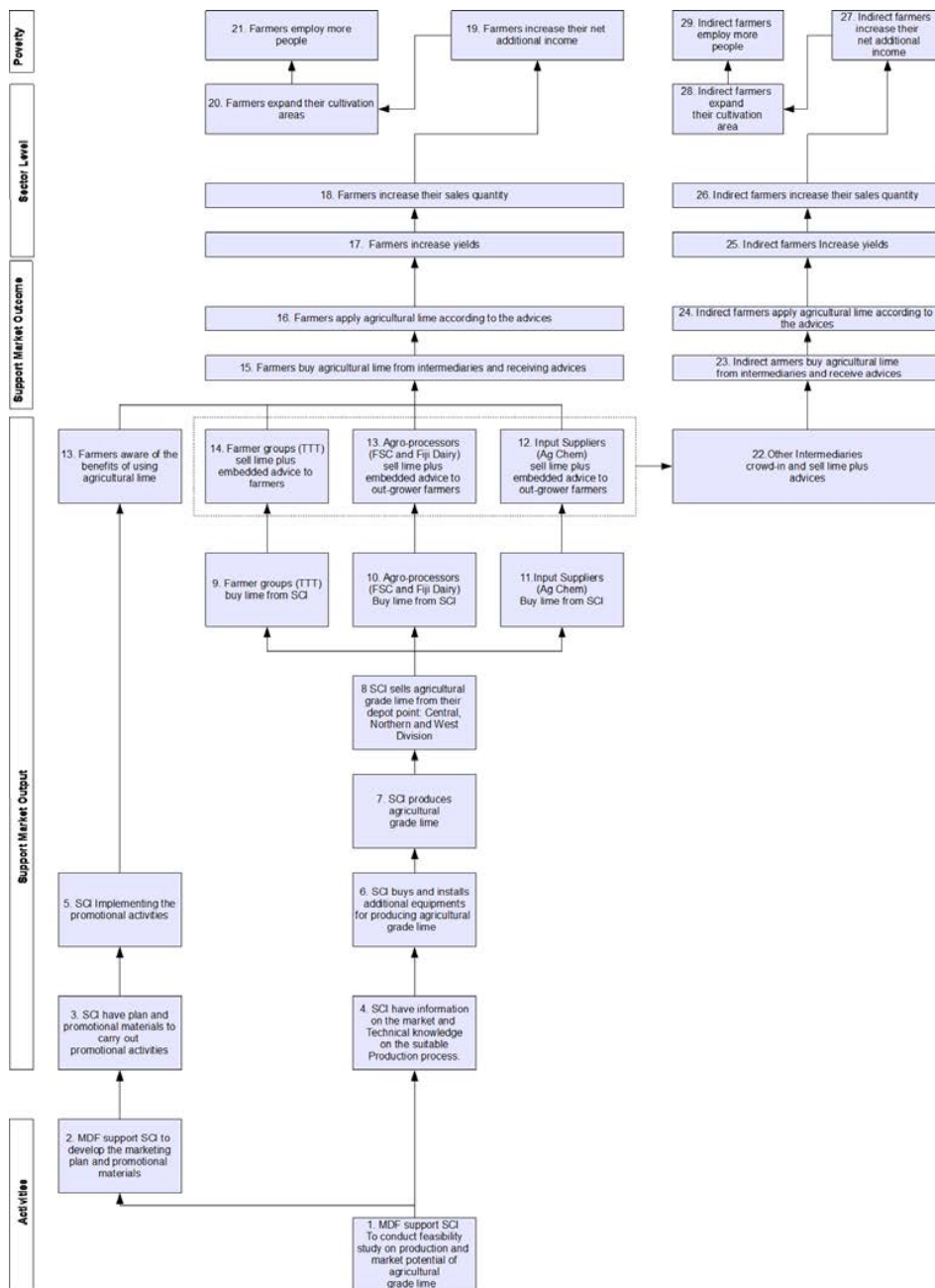
Tips for developing the results chain

- Be clear on the logic of the intervention and how the business model works.
- Use active voice in the description – for example *Who* does *What* – and always be sure to include the *Who*.
- Avoid using jargon and be as clear and direct as possible. For example, “facilitate” and “capacity” can mean different things. Be specific on what the change is.
- Ignore the pre-determined level (support market output, outcome, sector, poverty.) when drawing the results chain and just follow the logical order. Then, the level can be fitted in later. The pre-determined levels sometimes make it more difficult to come up with the appropriate logical orders especially for the support market output and outcome level.
- When working in groups, cards and a pin board or something similar will be useful since they can be easily moved around and re-arranged.
- Remove boxes that are repetitive or that cannot be measured.
- Keep it simple: one change = one box. Avoid putting more than one change into a box.
- A good RC often contains 12 to 24 boxes: less than 12 is likely to be too simple, and you are likely summarising instead of tracking the intervention. As a result of too few boxes, the steps between boxes are too big and attribution is lost. More than 24 boxes means there is so much detail in there that you might not capture the important changes through the details.
- A good tip to determine if you have the right number of boxes: If in your support calculations you can easily hop from one box to the next, without having to add much info that is not already in the RC (only the necessary assumption on how change will work out), or without having several boxes with the same results info, then you have the right number of boxes.

Tips

- Another way of checking: an outsider should be able to understand an RC without too much additional information. The intervention guide should be self-explanatory.
- You can also add a box to a results chain to avoid that something gets overlooked. If a lime distributor distributes lime to farmers, but it is essential that he follows-up during planting season to remind him when to apply, then that is a useful box to have: the reminder is probably as important for a yield increase as the lime itself.
- Dates: the projected dates should reflect when the changes in the box have already occurred and when they will be measured (not when they just begin taking place). Dates for activity level boxes will typically be at the same time or shortly after the activity is expected to be completed. As you move up the results chain, the dates for measuring move further away from when the change begins – so that you allow enough time for the change to occur and can measure it appropriately.

Figure 8: Example of Simplified Result Chain of Agricultural Grade Lime Intervention



Measurement Period

Each intervention has a specified period for measurement, which allows MDF to capture impacts that are attributable to intervention activities, but not influenced by outside forces.

MDF will measure results for **two business cycles** after the trigger occurs, as it is identified in the results chain. Both the business cycle and trigger are unique to each intervention and identified in the Intervention Guides.

- Business Cycle: this will be a complete business cycle (typically one calendar year) or agricultural season (planting to end of harvesting) depending on the intervention.

- **Trigger:** the key change at the output level which is a result of the activities that improve the partner's capacity to implement the innovation.

This allows MDF to capture impacts at the support market outcome, sector and poverty level that are attributable to activities and changes at the support market output level. MDF stops measuring at two business cycles after the trigger, because other factors and changes in the market which are not related to the intervention could also have an influence on impacts measured.

Each intervention needs to have a defined business cycle depending on the nature of the intervention. This business cycle duration should be listed in the Cover Page of the Intervention Guide for reference, along with the intervention start date and intervention monitoring date. Each business cycle for each intervention should be set based on the nature of activities and the teams' knowledge of the sector.

For example, the intervention in agricultural lime relies on agricultural cycles. If the agriculture cycle is six months, then the measurement period will be for two cycles or 12 months after the trigger occurs, or lime is sold to distributors. Farmers will apply lime and see the benefits within one cycle. The impacts measured during the two business cycles will be held constant and counted as total impact of the intervention.

However, in order not to count impacts which might be due to other outside influences, MDF will not measure beyond three years from the start date of the intervention. This would be the maximum period for measurement. All impacts measured up to three years beyond the start date will be held constant. Because most interventions are less than two years in duration, it is unlikely that the maximum period will be met before two business cycles are actually measured.

Note: Only in exceptional cases, the maximum period for an intervention can be extended beyond two business cycles or three years beyond the start date, if business cycles are deemed longer or other factors prevent proper results measurement within the maximum timeframe. This is only in exceptional cases and will be determined by the Results Measurement Team.

Displacement

When developing the results chain, MDF teams need to be aware of any cases of displacement that might be created by the intervention. MDF interventions will benefit some people or enterprises, but others may suffer as a result. This is called *displacement*.

In some countries, displacement can occur on two levels:

- **Partner (Service Provider) level:** displacement would occur at this level if the growth of MDF's partner as a result of the intervention would leave their competitors in the market worse off in any way. Displacement at this level can be a result of market competition and so should not necessarily be looked at as unfavourable as it might be improving competition and productivity in the market – however where and when it occurs it should be noted.
- **Beneficiary:** displacement at the beneficiary level means that beneficiaries (whether they be farmers, employees, producers) which experience an increase in income as a result of the intervention, benefit at the expense of others (i.e. their increase in income actually takes away income from others). For example, if farmers in one region are able to get access to a particular fertiliser but other farmers in surrounding regions cannot and so lose out on a market due to having poorer produce to sell, this would be a displacement issue.

Consideration and explanations on whether displacement will be an issue in the particular intervention are recorded in the *Explanatory Notes* page of the Intervention Guide. Where displacement is expected to be large, it should be estimated and accounted for when reporting the total impacts of the intervention.

Displacement can be both negative and positive.

- **Negative displacement:** If one group of farmers uses lime, their yield increases, they sell more and better quality produce and push similar farmers down the road out of business. In this case the displacement is bad. If the gains by farmers using lime are no greater than the losses of those not using lime, then the intervention as a whole has no net positive benefits. If the farmers using lime are not able to sustain their high yields, then overall things have turned out worse.
- **Positive Displacement:** Displacement can also be a good thing if better products, more sustainable production techniques or sustainable business models actually replace bad practices.

Before entering into an intervention we need to know whether displacement could happen, and after the intervention we need to determine whether this displacement has occurred.

MDF handles displacement in two ways:

1. By trying to avoid displacement from occurring:

Typically MDF will pick sectors to work in where there is a significant potential for growth and there is a supply-demand gap in the market, which will limit displacement. Moreover, MDF interventions will be aimed to help the sector cash in on the growth potential and narrow down the supply-demand gap which means that the chances of displacement occurring will be minimal.

The next thing to take note of is when developing interventions MDF will be careful to design interventions in a manner that all the players who want to can benefit from it. This will ensure that all players have an equal opportunity of benefitting from the intervention. It is MDF's goal to achieve crowding in and copying by others as those are key elements of a system-wide change and so will take steps to get more players in a sector to benefit from the intervention.

2. By keeping track of displacement when it happens:

There might still be situations when displacement will happen in the sector and MDF will keep an eye out for this. When designing interventions the sector team will be required to think about if, where and how displacement may occur and record that in the *Explanatory Notes* page of the **Intervention Guide**. It is important to consider all levels of displacement from partner/service provider to beneficiary. If displacement is likely to happen and the number of people/enterprises displaced is significant then MDF will attempt to measure the effects of displacement and use that to adjust the net additional income change due to the intervention.

Defining Indicators of Change and Projection

Indicators

The results chain shows the logical chain of expected changes resulting from MDF activities. However, in order to be able to monitor and assess changes at each level, indicators have to be

assigned to each change in the result chain (each box). When the changes in the result chain are clearly defined, indicators to measure those changes should be relatively easy to identify. Using the previous example, one change is that a cement manufacturer produces agricultural grade lime. The possible indicator for this box is the quantity of agricultural grade lime it produced per year.

There should be at least one indicator for each change (box) in the result chain. However, for the key changes, there should be more indicators, with a mixture of quantitative and qualitative, to fully explore the nature of changes at each key level. These indicators should help answer the following questions:

- Has the expected change actually happened?
- To what extent?
- What is the scale of change (how many people)?
- How and why are the changes taking place or not taking place?
- To what extent are the expected changes sustainable?

It is important to clearly define indicators. The indicators should be chosen carefully so that they are **specific** - as specific as possible, and **measurable** – have a way to measure it. In addition, the reference period for the measurement should also be specified, such as profits *per month* or profits *per year*. For example, “number of bags farmers produce” is not a good indicator. It is not specific enough and would not provide information that is easily comparable. For this example, a better indicator would be “volume farmers produce (kg) per hectare per annum”.

In some cases it may not be feasible to collect information on certain indicators, in which case a proxy has to be used. A proxy indicator is an alternative indicator that represents and replaces one which is too difficult to measure. However, in the measurement plan, the explanation should be given on why the proxy is being used, and why it was chosen.

Qualitative Indicators

Since quantitative indicators can only capture the extent of changes, (for example, 20% increase in yields) and the scale of changes (10,000 farmers receive the services), qualitative indicators should also be collected to understand why the changes occur and how sustainable or effective they are. Qualitative indicators and information is very useful to explore the detailed characteristics of the changes such as:

- Are target beneficiaries satisfied with the services received? Why?
- What are their opinions about the services received?
- What are reasons why they use or do not use particular services from MDF’s interventions?
- How do they use the services?
- Why do they change or do not change their behaviour?
- How do they change it?
- Is the change at this step due to the previous steps in the result chain?

This kind of information is very useful for improving the implementation of the intervention activity, by helping the team to learn what worked and what didn’t and why, and to identify improvements. For example, if MDF finds out through collecting quantitative data that farmers are not buying the

lime (through an indicator showing a low number of farmers buying lime); qualitative information can help determine the reasons why they are not buying it. These reasons could be because they are still not aware of the benefits of using lime. In this case, the intervention team has learned that the promotional strategy and activities may not be effective. So these activities need to be reviewed to find out why they are not effective in making farmers aware of the benefits of lime. Then necessary improvements can be made to the intervention activities that increase the awareness of the benefits of using lime, and increase the number of farmers buying lime.

Indicators for Sustainability

The other crucial aspect is sustainability of the changes. MDF has to assign appropriate indicators to gauge whether changes triggered are likely to be sustainable. For the beneficiaries, MDF would like to know whether the changes in behaviour or practices will continue after the project ended. Qualitative indicators will be useful in this respect. MDF can check the **interest** of beneficiaries in continuing the behaviour changes and the **reasons** behind continuing.

At the support market level, for commercial products or services to be sustained, both users and partners have to gain benefits from them and be satisfied with the transactions between user and service provider (partner). At the same time, partners should also have the necessary capacity to continue to provide the services after the project ends. At this level, a mixture of quantitative and qualitative indicators can be used to gauge the sustainability of service provision. Commonly used indicators are as follows:

- Satisfaction and opinions on the service received
- Profitability of the new service
- Interest of service provider in continuation of the service
- Reason for continuation of the service
- Capacity (human and financial resources and technical capacities) of service providers/partners to sustain the new service provision

Table 6 shows a detailed list of common generic indicators that may be measured at each level. However, for each intervention, those generic indicators need to be translated into a specific indicator for that particular change, as much as possible.

Indicators that will be aggregated – outreach, net additional jobs created, and net additional income – and those indicators that lead to an aggregated indicator, should be given as an amount (volume or a count) and not as a proportion (percent).

Table 6: Common Generic Indicators at Each Measurement Level

Measurement level	Indicators of Change
Poverty	Net Additional income for SME owners and workers Net Additional jobs created
Sector	Outreach: Number of farmers/SMEs financially benefiting from the service Change in SME market share and profit Change in SMEs' yield, productivity, sales volume and selling price Change in quality of their product Change in operating costs Change in product portfolio Number of new products or service introduced Number of new markets entered To measure systemic change (Copying): Number of Farmers/SME copy the behavioural change Reason for copying or not copying the behaviour change
Support Market Outcome	Number of farmers/SME having access to the service Number of farmers/SME using the service Satisfaction and opinions on the service received Number of farmers/SMEs changing business practice/behavioural change Reasons behind this behavioural change or not change Extent of changes in their behaviour Better rules and regulations enacted To measure sustainability: Farmers/SME interest in continuing these behavioural changes Reason for continuing or not continuing these behavioural changes To measure systemic change (Crowding-In): Number of new service providers entering the market Reason behind the entry
Support Market Output	Change in the capacity of support market actors Change in relationships amongst stakeholders Change in mechanisms that are used to reach clients No. of innovative, commercially sustainable solutions developed No. of innovative, commercially sustainable solutions delivered Net additional investment in relevant service delivery *(this could also serve as an indicator for sustainability) Number of service providers providing the new solutions Reason for providing or not providing the new solutions The price range of their services Change in the size of client base per service provider Reasons behind the change in size of client base Change in turnover/sales/profits of service provider Reasons for repeat sales, increased profit of service provider Better capacity/information to issue rules and regulations To measure sustainability: Satisfaction and opinions on the service received Profitability of the new service Interest of service provider on continuation of the service Reason for continuation of the service Capacity (human and financial resources and technical capacities) of service providers to sustain the new service provision
Activities	Completion of activities Number of support market players participating Level of their participation and contribution

Universal Impact Indicators

MDF uses three universal impact indicators: outreach, income and employment. Care should be taken to determine how MDF activities in a sector lead to changes in these impact indicators of outreach, income and employment. Where any MDF interventions do not lead to a change in any of the universal impact indicators it should be clearly explained in the *Explanatory Notes* page of the **Intervention Guide**. This should include an explanation of which indicators are not being included or measured and why no changes will occur in the particular indicator.

MDF also uses the indicator Value of Additional Market Transactions at the output level. This indicator shows how much market transactions are increasing as a result of the intervention, representing increased economic activity which contributes to economic growth. The market transaction is unique to each intervention. The additional market transaction value depends on the nature of the intervention, but it measures the payments made between the actors, covering the additional revenue generated from the product or service on behalf of either the partner, or the beneficiaries.

The transaction measured can be between MDF's partner and beneficiaries; or between MDF's partner and its target market.

- In the former case – between Partner and Beneficiaries it will typically involve the transaction between the partner and beneficiary at output/trigger and outcome/uptake levels. (It can also be between Outcome and Sector level, depending on the intervention.) It is the additional value generated by the new products and services introduced by the intervention – whether it is sold from Partner to Beneficiary or purchased by Partner from Beneficiary.
- In the latter case – between Partner and its target market it is the additional revenue generated by the partner from increase in sales of goods or services to its target market.

In both cases the indicator is measured at the partner level and measured as revenue, and so should not be confused with net income of beneficiaries or net income of partners. This indicator is usually measured at the partner level rather than beneficiary level. Value of additional market transactions should be measured as taking into consideration what the value was before (baseline) and what the value would have been without MDF (counterfactual).

Because this indicator needs to be defined and recorded differently for each intervention but is later aggregated, and because it is tracked on a more regular basis (approximately every six months), it has a special place in the Intervention Guide on the bottom of the *Measurement Plan* page.

This section includes space to describe the following:

Intervention Indicator:	What indicator in particular will be measured for this intervention to measure additional transaction value (sales from partner to market; sales from partner to beneficiaries; purchase of partner from beneficiaries, etc).
Starting point of measurement:	The indicator can be measured and counted as attributable to MDF after the trigger occurs. So the indicator itself may be located at the trigger box or upwards. So that it is clear, state here the related Box Number (and corresponding date) for when indicator can start to be measured as attributable to MDF.
Attribution Strategy	Like the rest of MDF's impacts, a counterfactual should also be established to assess the attribution to MDF's intervention. Describe how the counterfactual will be established? Or if already started to measure – how the indicator has been adjusted for attribution.
Current Value of Indicator:	List here the current value of the indicator (i.e. \$25,000)
Period Covered:	The months and years covered under current value of indicator above (i.e. from April 2012 to December 2013)
Explanation or Supporting Documentation	Insert any explanation of where the figure comes from and links to the source documents or calculations.

Also, this indicator **should be identified by the country RM Team and Country Representative and approved for each intervention by the RM&C Manager to ensure the relevant indicator is used for that intervention.**

Practical tips on identifying indicators can be seen in the following box:

Box 2: Tips on identifying indicators

Tips on identifying indicators

- Use appropriate mix of qualitative and quantitative indicators to measure key changes. There should be at least one qualitative and one quantitative indicator per box.
- As a reminder – ensure that there is at least one qualitative and one sustainability indicator per actor (partner, beneficiary, intermediary) in the whole results chain.
- Use qualitative indicators to find out information on how and why change is happening or not happening as well as the sustainability of behavioural changes and service provision
- Asking questions on what we need to know about the change will also help to identify appropriate indicators
- Be realistic and practical – consider how each will actually be measured when designing indicators
- For quantitative indicators, if you'd like to use percentages, always use it with absolute figures when appropriate.
- Check the usefulness of the indicators by asking what it actually tells you, and whether it is needed or useful for decision-making.
- If you are clear on what kind of change you would like to see at a particular level for a particular enterprise, in terms of attitude, understanding, business practice or otherwise, then thinking through which indicator you need is not difficult; it should come from the change defined. So clearly defined text describing changes in each box should lead you to the right indicators.
- Indicators need to be specific. For example, "number of bags farmers produce" is not a good indicator. It is not specific enough. For this example, the better indicator could be "quantity farmers produced in kg per hectare per annum".



Projections

After the indicators are determined for each box in the intervention result chain, projections should be calculated for each key indicator. They should be projected for the duration of the measurement period. Projections show anticipated impacts and the assumptions and information that are used to calculate those impacts. They are included on the *Projections and Support Calculations* Page of each Intervention Guide. Cumulative indicators for the whole measurement period are also entered into the relevant boxes of the results chain once complete.

The Sector Team, along with help from the Results Measurement Team (RM Team) should calculate these projections together. Intervention results chains should contain projections for each box. Projections are normally built from the bottom up of the intervention results chain. It is helpful to think of projections beginning with activities and moving upwards, box by box. The projections should be summarised in the top of the support calculations page.

When making projections, sector teams must be as realistic as possible. This means assumptions will be made based on common behaviour in each market, and that teams should minimise the risk of overstating probable impact. Assumptions should be well thought out and based on findings from sector studies, secondary information, field observations, expert opinions, and other sources. All assumptions used for projections will need to be validated to ensure they are reasonable. The following box shows common sources of information used for projections.

Common Sources of Information for Projections

- Staff experience and professional opinion:
 - Observations in the field
 - Informal information from key informants, market players or partners
 - Staff's educated guesses, estimates or judgments
- Credible secondary sources:
 - Government data
 - Academic data
 - Studies done by other donors or organisations
 - Credible information from associations
 - Credible and formal information from key informants
- Program information gathering:
 - Sector Studies and Inception Reports
 - Productivity studies
 - General market surveys or other surveys done for other markets
 - Special studies done by the program
 - Case Studies done by the program

All sources of information that are used to build the results chains and to make assumptions are referenced clearly so they are easy to find. These references must be documented in the *Support Calculations* page below the projections table. They should include sources of information or the assumption made, the title of the reference, date and location saved in MDF files.

The projected figures in the results chains will be updated with actual figures once they are collected. In addition, projections will be reviewed and updated every six month after the Six-Monthly Management Meeting.

Practical tips for projection can be seen in the following box.

Tips for Projection

- Excel works well for projections
- Use actual numbers, not only percentages
- As you go along, write down assumptions, calculations, sources and information gaps
- Make calculations detailed and clear
- Link assumptions to calculations
- Make sure you are calculating additional not total
- Anticipate how/when assumptions will be verified
- Include systemic change in projections when expected – copying and crowding in with evidence or assumptions
- Update projections as measurement data comes in
- In the result chains, projected (P) and actual measured (A) figures should be separated
- What is useful about making projections: when calculating projections you are forced to go through the RC change-step by change-step: if the logic is not clear, this will come out now (because your calculations are not clear). This is also a moment when you realise how much you don't know (you will have to make a lot of assumptions for your calculations!)

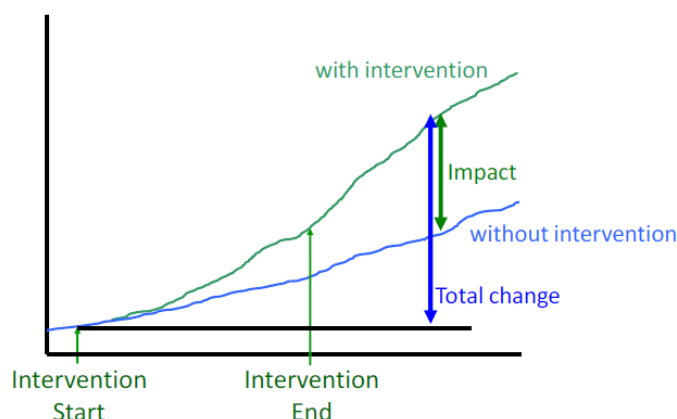
Tips

Estimating Attributable Changes

In the real world, there are also other external factors such as weather patterns and macroeconomic changes which have an impact on the changes in the performance of target beneficiaries. Impacts observed are not often solely attributable to MDF interventions. So MDF has to ensure that the impact estimated and measured is attributable to MDF activities and not due to external factors.

As seen from the figure below, the total impact is not only a result from the project intervention. The ones who are not participating in the intervention (the blue line) also experience some improvement. In order to isolate the changes and impact that is attributable to a MDF intervention, MDF needs to know or estimate the changes and impact that would have happened anyway - even without the project intervention (the blue line). This is also known as the *counterfactual*. Then, the impact attributable to MDF's intervention can be estimated by remove the counterfactual part from the total impact.

Figure 9: Estimating the Attributable Changes



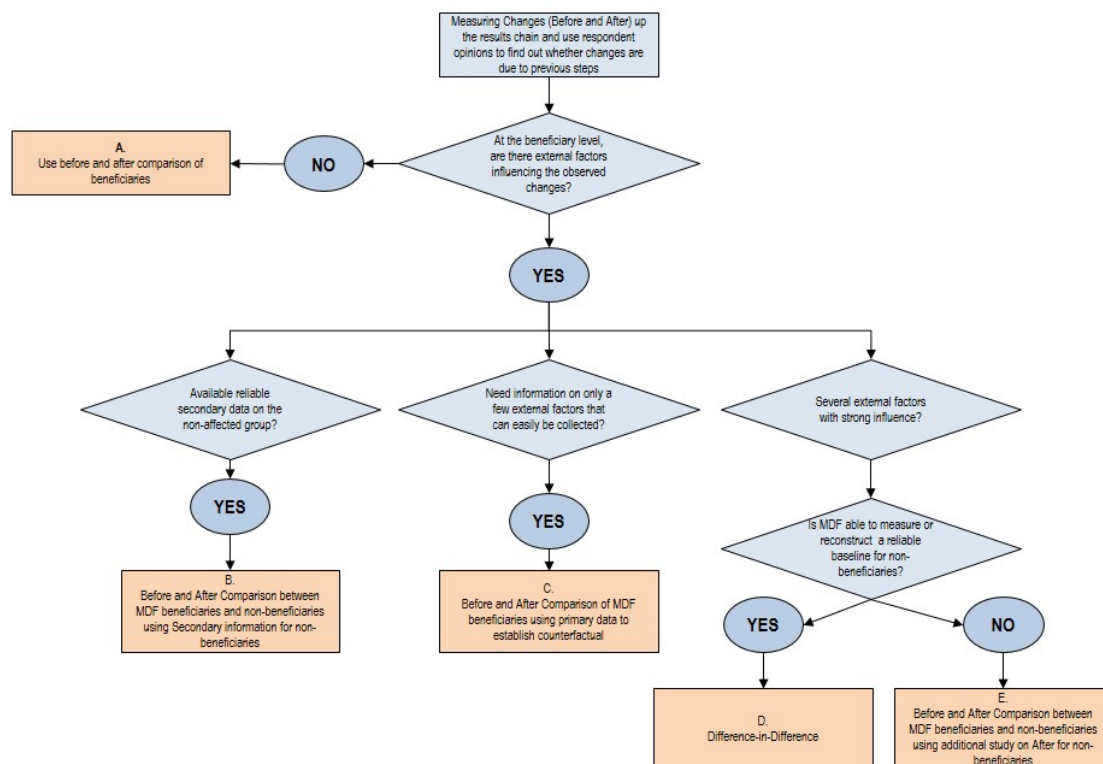
However, before adjusting the total impacts; MDF has also to confirm that the total changes (the green line) are also a result of MDF interventions. Well-designed results chains will help solve this part of the problem since they show how MDF activities lead to impacts.

A guide on how to estimate attributable changes can be seen as follows:

- As seen in the Figure 10, the first step is to carefully measure the changes for each box in the results chain. It is important to also check, through stakeholders' opinions, on *why* the changes happened and to what extent those changes were a result of the previous step in the results chain. If change is happening at one level of a results chain, but not the next, then the impact chain is broken. In this case, the impact is not attributable to MDF activities.
- The next step is to ask the question “are there any external factors also affecting the changes in target beneficiaries' performance?”
- If the answer is **No**, this means the blue line is flat and the counterfactual is zero. So, the total impact is all attributable to MDF (**Box A**).
- If the answer is **Yes**, the counterfactual (blue line) has to be estimated. There are few options that are normally used to estimate the counterfactual. These are as follows:
 - **Option 1:** The first option is to use available **secondary data (Box B)**. If reliable secondary data on the observed change of comparable non-affected group is available, it can be used to estimate the counterfactual.
 - **Option 2:** If there is no reliable secondary data and what is needed is data on only a few factors to establish the counterfactual, such as general market price of certain produce, then MDF can collect **primary data (Box C)** on those particular factors and use it to estimate the counterfactual.
 - **Option 3:** If the external influences are strong and there is no other reliable means to establish the counterfactual, the last option is to use the difference-in-difference method **Box D**. In this case, MDF will compare total changes (before and after intervention) in the target group with changes in the same period of a non-affected group which has similar characteristics and is unaffected by MDF interventions. In this case, the change attributable to MDF is the total change observed in the target group (green line) minus the change in the

non-affected group (blue line). Another option if the difference-in-difference method is not feasible is to compare the situation of the beneficiaries with non-affected group after the intervention.

Figure 10: Guideline for Estimating Attributable Changes



Measuring the before and after experienced by those who benefit from the product and service is not enough if there are outside influences which could have contributed to those benefits along with MDF's intervention. Once a counterfactual is constructed, the impacts measured need to be adjusted to establish MDF's attribution.

The Table below provides more details on the methods described above. The first four are MDF's main methods for assessing attribution – if these are not feasible, MDF might have to use other methods to establish the counterfactual as described. It is important to note that there is no optimal way to assess attribution as it depends on the particular intervention and changes in question. Therefore it is important to consider carefully other outside influences and the possibilities available to construct the counterfactual.

Often times it is appropriate for a combination of attribution strategies to be used, rather than relying on just one. That is why it should be carefully considered at the start of the intervention and it could be revised according to known changes to the logic or context.

All methods used on MDF should also include Opinion - opinion of the partners and opinion of the beneficiaries (and other intermediaries if involved). This is their opinion on why the changes/benefits occurred, to what extent it was a result of the intervention, their satisfaction with the changes/benefits, and their interest in continuing.

Table 7: MDF Methods for Attribution

Method	When to Use it	How it Works
Main Methods		
A. Before and After Comparison of MDF Beneficiaries (only)	If there are no other outside influences which could have affected the changes being measured in the target beneficiaries' performance, and all impacts are a result of the MDF intervention.	Conduct Before and After comparison of a sample of the affected beneficiaries. The After minus the Before of beneficiaries is attributable impact.
B. Before and After Comparison between MDF Beneficiaries and non-beneficiaries using Secondary Information for non-beneficiaries	If there are outside influences but there is strong and reliable secondary information that exists about the non-beneficiary group (representing what would have happened without the intervention).	Conduct Before and After comparison of a sample of the affected beneficiaries. Construct a counterfactual based on changes experienced by non-beneficiaries from secondary sources. Take the After minus the Before of beneficiaries – and adjust with the above counterfactual to get attributable impact.
C. Before and After Comparison of MDF Beneficiaries using Primary data collected to establish counterfactual	If there is no reliable secondary data and what is needed is data on only a few other outside factors which could have influenced the changes.	Conduct Before and After comparison of a sample of the affected beneficiaries. Conduct primary research on those few factors (such as general market price of certain produce) and estimate the counterfactual of what would have happened without the intervention. <i>For example above of price – what is the income someone would have made if selling at the given market price.</i> Take the After minus the Before of beneficiaries – and adjust with the above counterfactual to get attributable impact.
D. Difference-in-Difference: Before and After Comparison between MDF beneficiaries and non-beneficiaries by completing additional before and after study with non-beneficiaries	When there are many outside influences for which there is no reliable secondary information – and MDF is able to measure or a reliable baseline (before scenario) for the non-beneficiaries.	Conduct a before and after study for both MDF beneficiaries and non-beneficiaries. Calculate the change that occurred in the non-beneficiary group. Calculate the change that occurred in the MDF beneficiary group. Adjust the impact that occurred in the MDF beneficiary group with the change that occurred in the non-beneficiary group - as that would have occurred anyway – to get attributable impact.
E. Before and After Comparison between MDF Beneficiaries and non-beneficiaries using additional primary study on After for non-beneficiaries	When there are many outside influences for which there is no reliable secondary information – and MDF is not able to measure or reliably reconstruct a baseline (before) for the non-beneficiaries or has a strong reason to believe that both groups begin from the same baseline.	Conduct a before and after study for MDF beneficiaries. Conduct an after study with non-beneficiaries (assuming they started from a similar baseline as beneficiaries) to establish the counterfactual. Take the After minus the Before of beneficiaries – and adjust with the above counterfactual to get attributable impact.
Other Methods		
Opinions of Key Informants or Stakeholders	When stakeholders or other key informants exist which have reliable opinions on particular changes and how much is due to the intervention activities.	Ask key informants or stakeholders their opinion on how much of changes are due to the intervention activities. Take the After minus the Before of beneficiaries – and adjust according to above information to get attributable

		impact.
Trend analysis	If time series historical data is available on key changes.	Trend analysis can be used to project the historical data to determine what would have happened had the trend continued, which would then be used as the counterfactual. Take the After minus the Before of beneficiaries – and adjust with the above counterfactual to get attributable impact.
Case study	When outside influences are many and it is difficult to conduct wide-spread research to establish a counterfactual. Case studies are also useful tools for learning and for demonstrating the impact of the intervention against other influences.	Use an in-depth case study to analyse and demonstrate behavioural and performance changes according to the results chain, how one change led to the next, and to identify what part was due to program interventions.

Following the aglime example, there are many outside influences which could affect farmer yields beyond just aglime (including weather or a change in other cultivation habits or inputs). Option D, a difference-in-difference method can be used, or Option E (Before and After Comparison between MDF Beneficiaries and non-beneficiaries using additional primary study on After for non-beneficiaries) along with a case study to follow the changes up the results chain from use of aglime to changing pH levels to yield and sales increases, or opinions of key informants and stakeholders, such as institutional partners using the aglime and Ministry of Agriculture.

The attribution methodology is incorporated into the *Measurement Strategy* page of the Intervention Guide (See Table 9 below) so it can be thought of early, documented clearly, and appropriate measurement plans made from the start of the intervention.

Box 4: Tips on Attribution

Tips on Attribution

- Start with a clear intervention results chain. It's the backbone for establishing attribution.
- Start to think of how you will determine the counterfactual, before you start making the detailed Measurement Plan.
- Attribution should always be assessed at the top levels of the results chain.
- Attribution can be assessed at every step of the results chain, not only at top level. For example, at the lower levels of the results chain (activity and support market output) attribution can be observed or assessed through participant or partner opinions. In certain cases, other methods might be used.
- Check for other influences on target beneficiaries' performance in addition to the intervention. This will allow you to check to what extent it is the activities or other outside influences that impact target beneficiaries.
- A good understanding of the growth sector and the market system around it, which means knowing what is happening (and not happening) without support from a facilitator like MDF, helps you explain the counterfactual and what change is attributable to the program.
- There should be no 'vertical' attribution gaps between the bottom and top of your results chain if you do necessary measurements on every step. This makes it possible to link a change in, for example a seed import policy, to higher yields for a particular farmer, through measuring every step in the results chain.
- However, time creates problems: because in time people forget things, and many other factors will have influenced the results you are finding. So timely measurement is very important!
- Also attribution for very large and diverse groups of beneficiaries is harder to establish; this requires a

Tips

Measuring Changes in Indicators

Establish Baselines

In order to measure changes in indicators, MDF needs to know the value of the indicators before they have been affected by the MDF activities and compare it to the value after. This before picture, or baseline, is therefore necessary to measure *changes*. During the sector study, general baseline information on the sector is collected. However, it may or may not be able to be used as baselines for each intervention. It may not be comprehensive enough, may not be appropriate information or may not involve the target beneficiaries. For example, farmers who use lime produced by the cement manufacturer may not be part of the farmers interviewed during the sector study. So it is likely that for each intervention, MDF will need to collect separate baseline information for the indicators to be measured.

In addition, baselines for target beneficiaries and in some cases intermediaries cannot be identified at the beginning of the intervention. For example, at the beginning of the intervention, MDF might not know in advance which intermediaries will actually buy lime from a cement manufacturer and it is even more difficult to guess who (in this case farmers) will actually buy lime from the intermediaries. So baseline information should ideally be collected once the target beneficiaries and intermediaries are identified.

When to Collect Baseline Information

Therefore, baseline information can only be collected at a later stage, once MDF knows who it will work with and who will actually use the service. Timing is very crucial. The information has to be collected **before they have been affected by the MDF activities**.

- For partners and other service providers: Baseline information can be collected after they are identified but **before receiving significant support** from MDF. Ideally MDF should collect baseline information from its partners as a part of the Partnership Agreement negotiation or shortly afterwards.
- For target beneficiaries: Baseline information can be collected after they are identified but **before they are affected by the use of services or products or behavioural changes** promoted by MDF partners. For example, when lime begins to be distributed to intermediaries, MDF can obtain the customer list from each intermediary and collect data from those individuals on previous crop production and sales before they start using lime. For beneficiaries which include farmers – baselines should also be coordinated with crop cycles so that MDF has information on the entire season which immediately precedes the benefits. For example, cassava farmers yield information should be collected for the season before they use aglime, so it can be compared with an entire season after they use the aglime. Collecting this information in the middle of the season means that the total yield for that season is incomplete.

However, in some case, it might not be feasible to collect the baseline information before the changes have taken place. In this case, the baseline has to be **re-constructed retrospectively**. For example, if it is not feasible to collect the information before farmers start to use lime, when collecting impact data, MDF has to ask the farmers to **recall** the situation before they started using lime. However,

recall information may be less reliable if the farmers do not keep records, which is usually the case. In this case, MDF has to use **cross-checking questions** to improve the reliability of the information. For example, to cross-check yield figures, MDF may need to collect information on land size cultivated, inputs used, sales and price to verify yield figures given by farmers. In addition, triangulating with other sources of information will also help improve reliability of the baseline information. For example, MDF can also cross-check data collected with secondary data sources, from partners, or expert opinions.

Box 5: Tips for Establishing Baselines

Tips for Establishing Baselines

- Baseline information needs to be established for each Intervention – whether through existing information if available on the target beneficiaries, or through a baseline conducted by MDF.
- Collect baseline data after the intervention's Measurement Plan is complete. That is only when you know what the intervention is about, what indicators to measure and who the potential beneficiaries may be. Baselines will be intervention-specific.
- It is fine to use recall data for baseline when you cannot access information before an intervention influences changes. However it needs to be explained in the Intervention Guide why the baseline can only be done retroactively and also how the team intends to cross-check the information collected.

Tips

Measurement Tools

Below is a brief explanation of the different methods of data collection that may be used and how these might be used. This is intended as a guideline to understand the different tools and to guide decisions on which tool to use for measurement.

Table 8: Key Measurement Tools

Tool	What	Why	Use
Observation	Observation is a way of gathering data by watching behaviour, events, or noting physical characteristics in their natural setting.	Observation is used to: 1) gather qualitative information 2) quickly assess if and to what extent change is happening 3) collect preliminary information before other tools are used 4) understand and explore processes of change and 5) Validate findings from other tools.	<ul style="list-style-type: none"> • Observation involves watching market players' behaviour. It may be used in the normal course of work by the sector teams or may be planned as a separate activity. • Staff can write down observations after a field visit; or a checklist of needed information may be prepared before a field visit to collect information. • May also include informal discussions with market players. • Observers must be familiar with the market situation.
In-depth Interviews	The in-depth interview (in short, 'interview') is a technique designed to study participant's perspective on the research topic. In-depth interviews are usually conducted face-to-face and involve one interviewer and one participant.	In-depth interviews are used to: 1) gather quantitative and qualitative information 2) explore processes of change 3) understand changes in more depth, including the quantitative nature of change 4) Explore attribution.	<ul style="list-style-type: none"> • Sample size ranges from 5 to 15 and respondents are purposely chosen with the aim of maximising relevant information gathered. They are usually selected through a lead contact. • Mostly conducted in-house, but may be outsourced depending on the kind of information being sought and available time and resources. • A broad guideline that lists required info which needs to be

			<p>found is prepared before.</p> <ul style="list-style-type: none"> • In the interview, questions are detailed; time is taken for getting explanations and asking follow-up questions. • Facts are validated through details. There is much probing which leads to eliciting more and sometimes unexpected details. • The interviewer must have a good understanding of the market.
Focus Group Discussion (FGD)	<p>A focus group discussion is a form of qualitative research in which a group of people are asked about their perceptions, opinions, beliefs, and attitudes towards a research topic.</p>	<p>FGDs are used to:</p> <ol style="list-style-type: none"> 1) gather qualitative information and quantitative information 2) explore the processes of change 3) understand the changes in more depth and validate figures 4) explore attribution 5) Understand collective behaviour or perceptions. 	<ul style="list-style-type: none"> • Often conducted in groups of 8 to 15 people. Respondents for each group are chosen to be mostly homogenous, with similar characteristics. This is so the group can focus on particular topics for discussion and can feel comfortable together to give their opinion and perceptions. • A guideline is prepared including the areas on which information is needed and a detailed checklist of points to be discussed. • The moderator must have a good understanding of the subject. • The meeting is conducted in a convenient and comfortable location for the respondents, with arrangements for refreshment, and a good system for recording the discussion. • FGDs are a good tool for getting the common view of attendants but it is weak in understanding individual cases and socially sensitive cases.
Surveys	<p>A survey is a data collection tool used to gather information about individuals. A survey may focus on different topics such as preferences, behaviour or factual information, depending on its purpose. Since survey research is always based on a sample of the population, the success of the research is dependent on the representativeness of the population of concern.</p>	<p>A survey is used to:</p> <ol style="list-style-type: none"> 1) validate the findings of in-depth interviews or FGDs with a larger, more statistically significant sample size 2) getting easy quantitative data (not those that require complex calculations) and easily quantifiable qualitative data <p>Surveys can be conducted by in-house MDF staff or outsourced to organisations with the capacity to cover larger sample sizes. Tips on outsourcing surveys can be found in the Data Collection and Analysis Section.</p>	<ul style="list-style-type: none"> • Sample sizes can range from 30 to 200 but may be larger depending on the total population size in question. In house surveys would typically not be much larger than 30; while outsourced surveys will handle larger surveys of 100 – 200 respondents. See Annex 15 for tips. • Respondents should be selected randomly, but should contain an honest representation of the total population. • Two stage selection can be used by purposefully selecting a group based on certain characteristics (customers of an input provider; geography; business size) and then randomly selecting actual survey participants. • A checklist of the exact things MDF needs to know is prepared. • Based on the checklist, a formal questionnaire is structured with close-ended questions. • The questions are simple and are directed to get solid facts. • The interviewer should not 'probe'

			<ul style="list-style-type: none"> or 'lead' the respondent. • Done less frequently, usually for special cases to generate specific quantitative information.
Secondary Information and Reports	Information and reports that are already available.	The use of secondary information and reports allow researchers to: <ol style="list-style-type: none"> 1) get general information on the target area or sector 2) To find out cases that might be used for making projections. 	<ul style="list-style-type: none"> • Gathered by MDF staff. • Sources may be internally generated reports, or external documents and data depending on the information needed. • Only use credible external sources of information. • Be clear on what the information is reporting and have an idea of how the data analysis was done. • Be sure to record information sources, and check for time frame of information (how long ago the information was developed).
Records	Records or documentation that is kept by partners or target beneficiaries.	Use to get quantitative information on partners or target beneficiaries	<ul style="list-style-type: none"> • Gathered by staff from partners or target beneficiaries. • Need to verify reliability of the records (SMEs may not always report correct figures in their accounting system).

In addition, information gathered from a single source of information or single methods may not be totally reliable. Rather than drawing conclusions from an analysis of single source, it is strongly recommended for MDF staff to **triangulate** the information they generate by using different sources of data or different methods of data collection. For example, MDF can collect information from both farmers and partners, and combine use of a survey with in-depth interviewing to confirm survey findings.

Box 6: Tips for selecting measurement tools

Tips for selecting measurement tools	
Before selecting measurement tools, always identify the source of information so that you can select the appropriate tool. Other considerations for selecting the appropriate tool are below.	
Considerations	Tips
Expected number of provider or beneficiaries	<ul style="list-style-type: none"> • For lower numbers: use in-depth assessments such as in-depth interviews. • For large numbers: use in-depth assessment of a few individuals plus less intensive questioning with a larger sample through a survey.
Ease of observing changes	<ul style="list-style-type: none"> • Easy: observation or records is OK. • Hard: Talk to people through using surveys, interviews or stakeholder meetings, or a combination.
Availability of accurate records of changes	<ul style="list-style-type: none"> • Use records if available. But, always triangulate with other sources of information.
Depth of understanding needed for changes to occur	<ul style="list-style-type: none"> • The more risky, complex or innovative the activity, the more you will need to track and understand changes through qualitative methods.
Type of information	<ul style="list-style-type: none"> • For understanding or obtaining difficult facts and figures: qualitative



needed

tools could be more helpful.

- For validating something simpler with a larger group: quantitative tools can be helpful.

Measurement Strategy

Before preparing the detailed Measurement Plan, it will be very useful to think through the overall strategy on how results measurement is going to be carried out. The description of this overall plan will be recorded in the **Measurement Strategy** page of **Intervention Guide**. The purpose of the Measurement Strategy is to think through the overall research approach and appropriate attribution methodology for the intervention. This is an important step as it makes the process more effective by thinking about which levels and which indicators can be measured using which tools, before starting the process of filling in details in the Measurement Plans.

Measurement strategies should first be developed by considering the overall picture, rather than going box by box. Key considerations for developing the overall Measurement Plan are:

- What will be your main attribution methodologies?
- What will be the key tools used to collect data at each level of the results chain? Consider here also the sample size and sample methodology.
- When will the baseline data be collected?

The example of a measurement strategy can be seen in Table 8 below:

Table 9: Example of Measurement Strategy

Attribution Methodology:		
What other factors could affect the key beneficiary behaviour change? (Outcome level)	Explain what other outside factors (not related to the intervention) that could have an impact on the outcome level boxes.	
What other factors could affect key beneficiary performance? (Sector and poverty level)	Explain what other outside factors (not related to the intervention) that could have an impact on sector and poverty level boxes (increased yield, sales, incomes).	
Attribution Methodology (how will you establish the counterfactual?)	List and describe which method(s) will be used.	
Why?	Explain why this method was chosen.	
Key Measurement Tool and Sampling for:	Primary	To Triangulate
Farmers	Outsourced survey (treatment and control) Random sampling of: <ul style="list-style-type: none"> treatment (affected) 100 samples control (non-affected) 30 samples 	In-depth interview Purposively select 10 farmers
Partner (service provider)	Records of service providers Observation and discussion during regular visits	In-depth Interview
When to Collect the Baselines:		
Farmers:	Right after received services from providers	
Partner (service provider):	Right after signing the agreement	

The Measurement Strategy also contains a section for detailing how and when copying and crowding-in will be identified and measured. This is covered in more detail in the section on [Measuring Systemic Change](#).

While the decision on how to measure impact and assess attribution is entirely dependent on what steps are need to measure and assess this accurately and according to good research practices, sometimes practical decisions need to be made and there are some other management considerations that can be factored in when deciding how much time and resources to invest. These considerations are detailed below and indicate when more investment is better for measuring results and assessing attribution.

- **Scale and Depth of Impact:** when the scale or depth of impact is expected to be relatively large.
- **Size of Investment:** when the amount MDF has invested in the intervention is relatively large.
- **Strategic Considerations:** when the intervention is a strategic one – in terms of an intervention area, as a model for learning or testing, or as a key and influential change within the sector.

- Accuracy of information matches cost of measuring: when the accuracy of information is expected to be ideal, or at least matches the cost of measuring (on the flip side, it is not worth investing large amounts of time and resources into measuring impacts if in the given circumstances the information will be questionable or unreliable.)

However it is important to note they are not mutually exclusive and must be considered as a whole and in relation to each other before deciding on a measurement strategy.

Measurement Plan

The overall measurement strategy discussed in the previous step will help MDF staff to think through the overall research approach and appropriate attribution methodology for the intervention. Once the overall measurement strategy has been completed, and indicators identified for the results chain, this information should be entered with further details into the **Measurement Plan** page of the Intervention Guide.

The Measurement Plan will be completed primarily by the Results Measurement Team with support and inputs from the Sector Teams. The Measurement Plan guides the process of gathering information on the activities, their immediate outputs and the higher level changes expected to result from these outputs.

This plan is based on the structure of the *Results Chain*, and outlines the set of indicators for each change (or box), data collection methods, and other studies to assess changes resulting from the interventions. The plan also identifies the roles and responsibilities for carrying out the work. The Measurement Plan is prepared in the form of a table and contains the following information.

Table 10: Outline of a Measurement Plan

Level	Box no.	Box	Question	Indicators	Definition/ Calculation	How	Who	When	Baseline Values	Key documents and Location	Actual Measured Values	Key documents and Location
Poverty Level	5	Title	Question	Indicators	Definition/ Calculation	Measurement Tool as determined by Measurement Strategy	IM or RM	Month-Year	Baseline value of indicators	Source Document title and Location saved	Actual measured value of indicators	Source Document title and Location saved
Sector Level	4	Title	Question	Indicators	Definition/ Calculation	Measurement Tool as determined by Measurement Strategy	IM or RM	Month-Year	Baseline value of indicators	Source Document title and Location saved	Actual measured value of indicators	Source Document title and Location saved
Support Market Outcomes	3	Title	Question	Indicators	Definition/ Calculation	Measurement Tool as determined by Measurement Strategy	IM or RM	Month-Year	Baseline value of indicators	Source Document title and Location saved	Actual measured value of indicators	Source Document title and Location saved
Support Market Outputs	2	Title	Question	Indicators	Definition/ Calculation	Measurement Tool as determined by Measurement Strategy	IM or RM	Month-Year	Baseline value of indicators	Source Document title and Location saved	Actual measured value of indicators	Source Document title and Location saved
Activities	1	Title	Question	Indicators	Definition/ Calculation	Measurement Tool as determined by Measurement Strategy	IM or RM	Month-Year	Baseline value of indicators	Source Document title and Location saved	Actual measured value of indicators	Source Document title and Location saved

Level: The level column indicates at which level of the results chain the boxes are placed. There will be multiple boxes at each level.

Box number: This column lists the box number in the result chain. The numbering system in the results chain starts at the bottom and moves upwards, from left to right. The numbering is not necessarily according to chronological order, but rather how the boxes appear in the results chain.

Box: This column contains the box title, or description of the change taking place. This column matches what appears in each box within the results chain to serve as reference of each change. Each box in the results chain should have at least one question and one indicator to check that box.

Questions: One or several key questions are listed for each box in the results chain. The questions summarise key information required to determine if the change expected for that box has taken place. The answers to these questions should help the sector team understand if, and to what extent the expected, change took place, and the possibility that the next box will happen.

Indicators: All indicators which will be measured for each box in the intervention results chain are listed here. The indicators are used to determine how MDF activities in a sector ultimately lead to changes in the universal impact indicators: outreach, jobs and income. These three indicators should be included for every intervention. Where any MDF interventions do not lead to a change in any of the three universal impact indicators, it should be clearly explained in the *Explanatory Notes* page of the Intervention Guide. The explanation should include which indicator is not being changed and why no change will occur in the particular indicator. See the section on indicators for more information on formulating indicators.

Definition and Calculation: When necessary, further explanation on each indicator or how it is going to be calculated can be described in this column.

How: This column describes how the data on indicators will be collected, or measurement tools to be used. One measurement tool will be used to collect information on multiple indicators. The measurement tool listed here for each indicator should be assigned based on what was determined in the measurement strategy. See the section on measurement tools for more information.

Who: Identification of who will collect the information. This will include the Intervention Managers (IM), the Results Measurement Specialists (RM), or a combination of both. It could also be Outsourced Research (OR) through a hired research firm or individual researcher.

When: This column shows a timeline for when each indicator will be collected. Intervention activities, and often support market outputs may be collected as soon as the activities are carried out or as soon as the activities are completed. For the other levels - support market outcome, sector and poverty level - the first instance of data collection is at the end of at least one business cycle after intervention activities are complete. There might be a second instance of data collection later for indicators that measure and assess the degree of systemic change (such as indirect impacts from copying or crowding in). The month and year of data collection will be specified here. This will often need to be updated as the dates for data collection change due to changes in the schedule for implementing intervention activities.

Baseline Value: The baseline values for indicators are kept here. If some of them are not already available, provide information on when it will be collected.

Key Documents and Location of Key Documents: Here, a record is kept of the key documents or reports which contain the information that MDF has collected or measured which is relevant for each box of the results chain. This column should store the names of the relevant documents and the page numbers where this information can be found. The physical location of the stated reports will also be mentioned in this column. This could refer to a file in the office or a location on the server.

Actual Measured Value: The actual measured values for indicators are kept here after they are measured. Note that ‘additional’ and ‘increase’ indicators should already be calculated as the additional or increase and calculation according to the Definition and Calculation column.

Key Documents and Location of Key Documents: Here, a record is kept of the key documents or reports which contain the information that MDF collected or measured which is relevant for each box of the results chain. This column should store the names of the relevant documents and the physical location of the stated reports will also be mentioned in this column. This could refer to a file in the office or a location on the server.

Data collection and analysis

Once the Intervention Guide is complete with a logical results chain and realistic and detailed Measurement Plan, the Sector Team and Results Measurement Team follow the Measurement Plan to collect and analyse information. Data collection and analysis has to conform to good research practices.

For market development programs, rigorous scientific techniques to measure results, such as randomised control trials, are often not feasible or practical. So in order to provide credible evidence of results achieved, MDF will utilise both result chains and mixed methods (or triangulation) to draw conclusions on changes observed. These will normally include extensive information collected on what changes happened, to what extent as well as why and how changes happened. This information collected should support the Sector Teams in understanding and making decisions on what adjustments, if any, need to be made to improve the intervention. In order to collect this information, MDF will need to use both quantitative and qualitative tools.

Quantitative tools such as surveys are good at and normally used to find out what changes happened and to what extent. The quantitative tools normally cover a larger number of samples in order to be representative and have acceptable levels of accuracy. In order to effectively deal with a larger number of samples, the tools have to be tailored to gather the specific information from specific target groups in the most concise way. The questions used will normally be closed-ended, short and simple.

In addition, if the samples are selected randomly, the margin of error for a specific confidence level can also be calculated. For more information, see [Annex 15](#).

While quantitative tools are good at answering what changes happened and to what extent, they are not ideal for answering why and how changes happened. For this purpose, MDF will also need to rely on qualitative tools such as in-depth interviews or focus group discussion. Qualitative tools normally involve smaller sample sizes and use open-ended questions to explore why and how changes happened as well as opinions on changes observed. The qualitative information generated can be used to complement the quantitative results gathered by providing explanations on why and how changes happened. Reasonably assessed impact figures backed by the stories behind them can provide credible evidence on conclusions drawn by the findings. In addition, qualitative information on how and why changes happened or did not happen is very useful for learning and improving MDF’s interventions, as discussed in Part 1.

Sampling is also important when using qualitative tools. Most often for qualitative research, purposive sampling would be used. Samples are purposely chosen based on who is appropriate for the purpose of the study. It helps to get the maximum amount of relevant information. For example, when conducting in-depth interviews with farmers on the benefits resulting from the use of agricultural lime; MDF would purposely select those households which have purchased lime, over those that did

not. For details and considerations on other sampling methods appropriate for qualitative research, see **Annex 15**.

For some studies, especially large sample surveys, MDF might need to outsource them due to the limitations on internal resources. However, the outsourced studies do not automatically guarantee higher quality. MDF has to be closely involved and control the quality of the research processes starting from design, implementation, up to analysis and conclusions. The MDF RM team will likely develop the research tools in-house or together alongside the research firm hired. The MDF team will also develop the sampling plan and train the research firms' enumerators to understand the questionnaire. MDF will also check periodically during implementation of the survey to make sure that the questionnaire is administered properly; and data is being entered correctly.

Box 7: Tips on good research design

Tips on good research design

The key to good quality research is knowing which tools to use and in using a combination of tools. There is no one way to measure something, but considerations must be made based on practicality, the importance of the intervention, budget and time.

Tips

Research Plan

In order to ensure that good research practices are followed, data collection and research has to be carefully planned and documented. Research plans are helpful when planning field research which involves multiple or in-depth questions or information needed from multiple sources. Research plans are important when using tools such as interviews, FGDs, surveys, etc. When using tools such as business records, reports or observation, research plans are not necessary. Research plans should be used for both in-house and outsourced research.

When planning for data collection and research, MDF has to consider the following issues:

- What are the objectives of the research?
- What are key research questions?
- Who is the target population? How many of them?
- Where are the locations for data gathering?
- What are the research tools to be used? Why are they chosen?
- If required, what is the attribution method?
- What is the sample size? Why is this sample size chosen? How?
- What is the sampling plan? Why is the plan chosen? How will it be carried out? What measures will be taken to minimise bias?
- Who is going to carry out the research?

The research plan will also contain plans for or details on gathering data, analysing data, and quality control mechanisms (particularly if the research is outsourced) - such as training interviewers, pre-testing questionnaires, back-checking and checking data entry.

The research plan, answering these questions, has to be completed and documented prior to the design of questionnaires or guiding questions and data collection. See [Annex 16](#) for MDF's research plan template.

The box below highlights some of the criteria for good survey design, just one method for collecting data.

Box 8: Tips on criteria for good survey design

Tips on criteria for good survey design

- The target population is well defined
- The sample matches the target population
- The sample is randomly selected
- The sample size is large enough
- Good follow-up questions minimise non-response
- The type of survey is appropriate for the information being collected
- The questions are well worded and clear
- The survey is properly timed
- The survey personnel are well trained
- The survey answers the original questions and the responses overall provide answers to the research questions

Tips

Data Collection

During data collection, quality control is very important. Even for well-designed and analysed research, poor quality data can lead to wrong conclusions (garbage in = garbage out!). The following box contains tips of data collection and quality control. In addition, an interview guide can be seen in [Annex 17](#).

Box 9: Tips for data collection and quality control

Tips for data collection and quality control

- Pre-test the questionnaire
- Train the interviewers before sending them to the fields
- For outsourced research, check how the data collection is to be supervised
- For outsourced research, spot check in the field by MDF staff
- Check a sample of the raw data and filled out questionnaires for abnormalities compared against the analysis
- Check on how data is being entered , tabulated or summarised
- Check collated data to identify and correct data entry mistakes

Tips

Gender and Measurement

It is also important that MDF always gathers both qualitative and quantitative information related to gender impacts of the interventions. Quantitatively, all universal impact indicators measured for an intervention should be disaggregated by gender, when possible. Because each country is unique in its sectors, economic, social and cultural contexts, MDF will develop a special Gender Disaggregation Strategy for each country that provides details on how projections and actual impacts will be

disaggregated by gender. This will be done once a gender study is complete which gives MDF sufficient detail with which to determine how it will disaggregate impact indicators by gender. These Strategies will be included as Annexes to this Manual once complete. See **Annex 18 for Fiji's Gender Disaggregation Strategy**.

Qualitative information should also be collected from both men and women about the changes taking place. This can be done by separating men and women during an interview. You can begin by interviewing both together, but be sure to separate and conduct interviews out of hearing distance if possible. Although beneficial to ask similar questions of both genders and compare answers, you can also prepare a separate line of questioning for interviewing women, in order to gather information on women's involvement in activities and wider gender impacts within the household. Also, have women interview women; and men interview men. Women are often more comfortable talking openly with other women, out of hearing distance of other men.

Tips are provided below on how to disaggregate data (either projected or actual) by gender for each intervention before a gender disaggregation strategy is complete (Currently the case of Timor-Leste and Pakistan only). Once a country gender disaggregation strategy is complete, it becomes the key guide and tool for disaggregating gender for all indicators in the given country.

Special tips on Gender Disaggregation

- **Net Additional Employment:** Data is divided to show the number of (FTE) jobs that went to men and the number of (FTE) jobs that went to women, based on either known facts, or the type of jobs created (and whether they are typically held by men or women in the country). Ratios can be developed from secondary research, from MDF sector assessment reports, or from in-depth information about the business and types of jobs created.
- **Effective Outreach:** Data is divided to show the number of males and females that benefitted from the intervention. This includes the male and female workers that benefitted (based on gender disaggregation for Net Additional Employment above; the number of self-employed (or enterprise owners) male and female; or the number of households with an increase in income. In cases where activities involve and benefit the entire household (where both men and women *participate in* and *benefit from* an activity, it might not be possible to robustly disaggregate outreach by gender.

In these cases, the household should be counted as '1' outreach which is subsequently divided between male and female as is appropriate for the case in question. For example, in a farming household, both the men and women might be involved in working on the farm, and both might benefit from an increase in household income; in which case outreach can be counted as 0.5 man and 0.5 woman with additional income equally divided between the two. However in some countries, women and men might be involved in very different activities and income handled separately. If that is the case and the activity is a male dominated activity, then outreach for the household might be counted as 1 man only with additional income counted under male and 0 female. In different countries and different sectors, this scenario will differ. Unique country gender disaggregation strategies will provide more guidance. In the meantime a household should be counted as '1' with the appropriate split between male and female based on key assumptions by MDF supported by secondary or primary research. (Note: this will often depend on the type of activity - i.e. the crop that is farmed, the type of business run, etc.)
- **Net Additional Income:** Data is presented as total net additional income for both male and female workers, self-employed and business owners; and also for households. Additional income should be

disaggregated on the same basis as the corresponding outreach and employment.

When measuring indicators:

Specific numbers for gender can be determined by extrapolating the number of women beneficiaries based on:

- Directly identifying beneficiaries through an impact assessment.

Example: while undertaking an impact assessment, partners or service providers might be able to provide a breakdown of the number of customers or employees which are men and women. By involving a proportionate number of each gender in an impact assessment, you can determine universal impact indicators based on each gender.

- A deep understanding of the involvement of women in the activities through existing primary or secondary research.

Example: through previous studies and assessments, it has been calculated that 60% of jobs within the hotels are filled by women. If during an assessment you determine that 100 jobs were created within hotels as a result of the intervention, but a specific breakdown between gender cannot be determined, then you can apply the 60% that was previously calculated to disaggregate those jobs to 40 for men and 60 for women. Note that when using percentages like this, they should be carefully calculated with strong supporting evidence and documentation and not just an estimated guess.

Given the importance of gender as a cross-cutting theme for MDF, it is not only beneficial to identify the impact on women in terms of MDF's headline indicators – but also to understand if MDF's interventions have had an impact on women's economic empowerment. MDF uses a key set of questions to help guide this in [Annex 11](#) – and where these impacts are expected to be large, they should be investigated in more detail through specific research or case studies.

Analysis

Data is collected and analysed to help MDF manage interventions and sector and country portfolios. Depending on the research objective, the research and analysis should allow MDF to draw conclusions on some of the following key questions:

- Are expected changes happening?
- To what extent?
- What are the characteristics of behavioural changes?
- Why are expected changes happening or not happening?
- How many people experience changes?
- Are the changes likely to be sustainable? Why or why not?
- How much change is due to MDF activities? What other factors are affecting the expected change?

After data collection, the steps for analysis should include:

- **Documenting Research Findings:** The Sector Team and Results Measurement Team should document the research. For surveys, data should be input in an appropriate electronic format (for example, Excel). For interviews, responses and notes should be typed up and well-organised, with all information on each respondent in one place. A short description of the research conducted, where, how, by who and any issues faced should also be prepared. All of this documentation should follow, and be saved with, the Research Plan which was prepared in advance.
- **Pre-analysis or Summaries:** the next step is to summarise information from various sources. This should follow the key research questions set in advance. For interviews, answers from each respondent should be compiled and summarised; surveys should have summaries written around key questions and be quantitatively analysed with averages, distributions, trends, etc. A research report should include the following:
 - **Introduction:** background on purpose of research, the activities and the intervention; how research was conducted, by who, where; and sampling methods. Any other background or introductory information can be included here.
 - **Findings:** this section will include a summary of findings for each of the key research questions. This section should be organised specifically for each assessment according to the key research questions and structure of the research. It will include both quantitative and qualitative findings on each key question.
 - **Conclusion and recommendations:** initial conclusions will be written up here. What do the findings mean for the Intervention? What have we learned? What do the findings mean for MDF? Recommendations should be discussed within the Team Analysis and Discussion and then be included or updated here afterwards.
- **Team Analysis and Discussion:** the summaries from the pre-analysis will then be discussed with Sector Teams and RM staff. This should happen during the research, but also in the Six Monthly Sector Meetings. Information will be reviewed jointly, discussed and compared with observations of the Sector Team. Discussion should end in conclusions according to the questions listed above.
- **Conclusions:** conclusions will be compiled and included into the report. They are also included in the Intervention Guides in the *Intervention Progress* page under the Assessments section. After decision making occurs, any updates to the results chain and Intervention Guide will be incorporated.

For quantitative analysis, data can be compiled by using descriptive statistics. For each quantitative indicator, both mean and standard deviation should be presented. In addition, for impact data, if statistical inference is possible, the margin of error or confidence level as well as confidence interval should also be presented.

For qualitative information, information will be compiled and summarised in narrative form. If there are emerging themes, they can also be categorised according to that theme. Differences or similarities among various conditions should also be highlighted.

The following box shows common mistakes in research and analysis and how to solve them.



Tips on common mistakes in research and analysis and solutions	
Mistakes	Solutions
Research and analyses are unstructured; producing many “facts and data” but not clear analysis.	<ul style="list-style-type: none"> • Make sure you guide the research and analyses process through research questions. • Structure it from wide /broad to focused and in-depth. • Analyse information throughout the research.
Too much of the research and analysis is outsourced, so staff do not become familiar with the sector and build up a network of potential future partners.	<ul style="list-style-type: none"> • Hire external expertise to guide the research and analysis process if necessary, but always involve managers and staff in the research fieldwork and thinking through the conclusions. • Avoid having to design a strategy or an intervention from a report only.
Solutions are based upon opinions rather than facts	<ul style="list-style-type: none"> • Make sure that you gather enough “facts and evidence” to underpin opinions.

Decision Making

The data collected and analysed is done so in order for MDF to learn and make decisions. Analysis is used to determine what results mean for MDF’s overall progress in each country, and whether interventions are progressing positively or how they need to change in order to maximise results. It is also used to understand whether the sector portfolio is achieving the greatest results for the sector, or whether the mix of interventions within a sector or country should be adjusted.

As discussed above, the key questions around which MDF should draw conclusions should be answered through the data collection and analysis. The information is then used to make key decisions according to the following guidelines:

Decisions on Intervention:

Key Questions:

- Is it working?
- Has it achieved its objective?

Key Decisions:

- Stop the intervention
- Make adjustments to the intervention
- Continue with the intervention with no adjustments

Decisions on Sector:

Key Questions:

- Is the portfolio of interventions covering all the intervention areas?
- Are any intervention areas not covered? Do we need to cover them and how?
- Is the portfolio of interventions contributing to sustainable pro-poor growth for the sector?

Key Decisions:

- Drop or add any interventions
- Adjust strategy and intervention areas

Decisions on Country:

Key Questions:

- Is the portfolio of interventions across countries contributing to MDFs country targets and sustainable pro-poor growth for the country?

Key Decisions:

- Stop working in a sector (because work is not leading to results; or intervention areas have been exhausted with significant results achieved)
- Add a sector to work in that shows potential for pro-poor growth
- Adjust Sector Strategies so that they better complement each other

These decisions are then used to update Intervention Guides; Sector Guides; and Sector Strategies as identified.

Some key aspects involved in decision making include:

- **Honest Inquiry:** MDF encourages a culture of honest inquiry. Team members honestly reflect on the results, even when not positive, in order to learn and maximise the impact of interventions. Unintended outcomes or less than anticipated results can tell you just as much. Throughout the management and results measurement processes, MDF team members should question results constructively and inquisitively, with inquisitive scepticism.
- **Analysing quantitative with qualitative information:** By gathering both quantitative and qualitative information, MDF can understand what is happening and why or why not. It can also reveal insights into what changes or adjustments need to be made to improve results; and determining whether they will be sustainable.
- **Triangulation:** Triangulation helps draw more accurate conclusions by using multiple sources of information or methods for collecting information. It is helpful to compare similar data from different sources or that gathered with a different method, when possible. Using the lime example, the team can interview and compare information from both the intermediary distributing the lime and the farmers buying the lime to determine the volumes purchased and satisfaction with services or continued use. It is also important to triangulate data to get the most accurate picture, particularly if a source is less reliable or you have differing or contradicting information.

Capturing Wider Changes in the System or Market (Indirect Impacts)

During implementation and monitoring, MDF will also monitor for signs of systemic changes in the market. This can include both copying and crowding in – which addresses how others who have not had direct contact with the program, also benefit. Wider systemic changes, also known as Indirect Impacts, are important to assess, as they indicate that the changes influenced and benefits experienced

from intervention are likely to be more sustainable, and carry-on after MDF concludes. Small farms and firms and poor workers who had no direct contact with the programme may also benefit, which demonstrates not only that systemic changes are taking place, but also that the changes are sustainable and can continue to evolve outside of the program.

Copying means other beneficiaries, such as farmers or SMEs, start copying behaviour changes and practices of the direct target beneficiaries.

Crowding-in is when other businesses imitates the behaviour of MDF's partner, and thus copies the innovation of the intervention.

MDF considers and reports impacts from both copying and crowding-in as **Indirect Impacts**.

Copying and crowding in will be assessed both quantitatively and qualitatively. The first step in both is to define what behaviour change that will be copied or service/product/innovation that will be imitated. Then the key questions that should be answered include:

- Are, and to what extent are, direct or crowding in service providers adapting the service? Why and how?
- Are attitudes about the service provision changing broadly? Is the new business model becoming the expected norm?
- How are relationships between market players changing broadly? What does this mean for the sectors' competitiveness?
- Are businesses responding to sector changes or service provision with other innovations (other new or complementary services)?

While it is often difficult to assess attribution of wider systemic change – it is still worth exploring these changes and the possible links with program activities. It can be very useful information for sector teams to understand how to maximise impacts and sustainable results.

It is important to note, however that indirect impacts take much longer to occur. Indirect impacts depend on other beneficiaries and service providers changing their behaviour as a result of the benefits they observe on MDF's direct beneficiaries and partners. Therefore the benefits on direct beneficiaries need to occur before indirect beneficiaries change their behaviour – leading to indirect impacts. Sometimes they will only occur and be measurable after MDF has come to an end, in which case they should be projected. **The actual dates of when copying and crowding-in are expected to occur should be reflected in the Results Chain, even if outside of the measurement period.**

Copying

Copying means other beneficiaries, such as farmers or SMEs, start copying behaviour changes and practices of the direct target beneficiaries. This copying will occur when the others see positive impacts of the MDF activities on the direct target beneficiaries. When an intervention results in the MDF partner providing a good or service, copying only occurs when the copying farmers copy behaviour changes but the goods and services are acquired from a source other than the MDF partner. For copying, MDF will estimate the number of indirect beneficiaries as well as changes in their performance, income and employment.

Copying can be estimated, for example, by the following steps:

- When surveying direct beneficiaries, MDF can also ask them to identify who are copying their practices or behaviour changes. But for the direct beneficiaries in the same geographic area, MDF also has to check for overlapping of copying beneficiaries identified and adjust the numbers accordingly.
- This information can be used to estimate the ratio of the number of copying indirect beneficiaries per one direct beneficiary. The ratio can be used to extrapolate the total number of indirect beneficiaries from the total number of direct beneficiaries.
- Conduct small sample survey of indirect beneficiaries to find out changes in performance, who they are copying from and reasons for copying other practices.
- Then, compare the changes in performance with the counterfactual to get the attributable impact. Also cross-check the impact on indirect beneficiaries with the attributable changes of direct beneficiaries. The changes in performance of indirect beneficiaries are not likely to be higher than the direct ones (but should be either equal to or lower)

Some tips on how to measure copying can be found below.

Box 11: Tips for copying

Tips for Copying

- Copying can be identified when others who have not been reached directly by the intervention act in the same ways, make the same changes, and see the similar results as those beneficiaries which are reached directly.
- Be clear about what the behaviour change is that will produce benefits and which will ultimately be copied.
- The snow-balling method is a good way to find copying farmers or SMEs. This involves asking direct beneficiaries. For example, MDF can go to a farmer who has been reached directly by the intervention activities and ask him to give you names of other farmers that he knows who have copied his practice.

Tips

Crowding-In

Crowding-in is when other businesses imitates the behaviour of MDF's partner, and thus copies the innovation of the intervention. MDF will also monitor for crowding-in by other service providers and will also estimate the changes in the indirect beneficiaries that these service providers reached.

Measuring systemic change through crowding-in can be done, for example, by:

- Tracking the new service providers who started offering the same solutions or services as MDF partners. This can be done through regular interactions with market players such as direct service providers, associations, beneficiaries, and sector experts.
- Conducting interviews with the new providers to find out why they crowd-in, how many indirect beneficiaries they reach, transaction values and other important indicators.
- Conducting a small sample survey of indirect beneficiaries to find out whom they received the services from (checking for overlap), how and why they changed behaviour, and what the changes are in their performance, income and employment.
- Then, adjusting the changes in performance with the counterfactual. Also cross-check with the attributable changes of direct beneficiaries. The changes in performance of indirect beneficiaries are

not likely to be higher than the direct ones.

- The total number of indirect beneficiaries can be estimated by summing up the new service providers' customers who use the new services and adjust for potential overlap.

Some tips on how to measure crowding-in can be found below.

Box 12: Tips for crowding-in

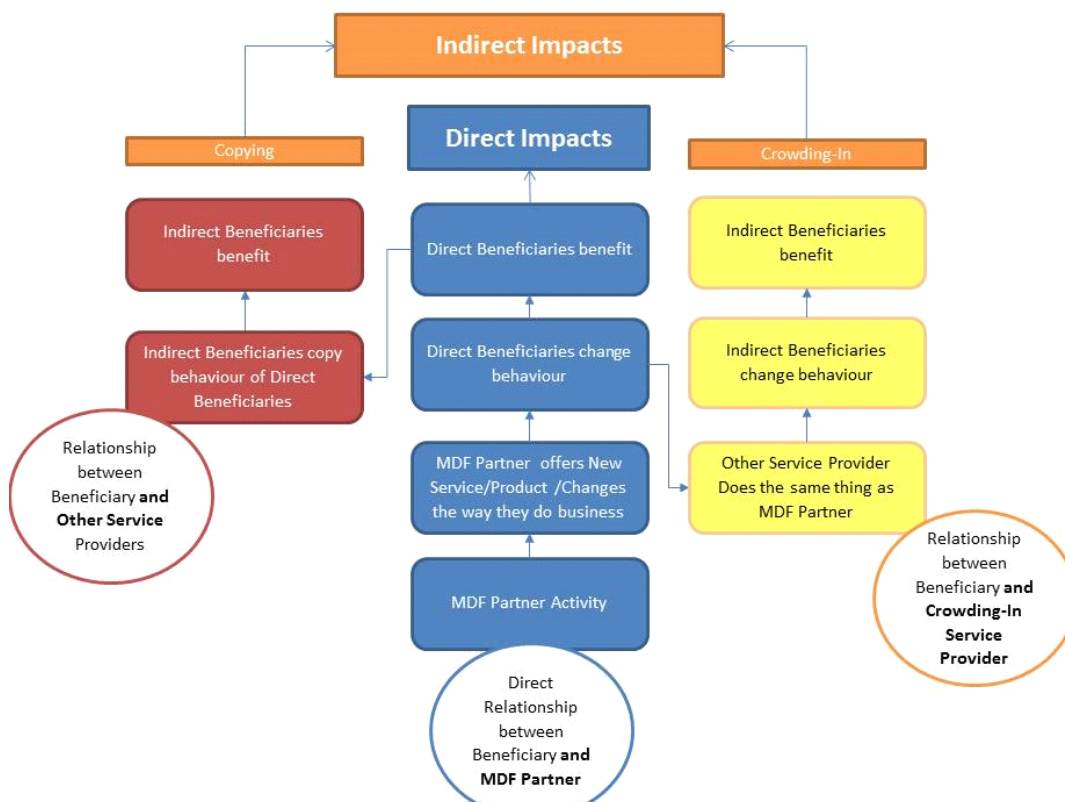
Tip for Crowding-In

- Crowding-in is more difficult to detect than copying, and it must first be recognised whether crowding in is occurring. It should be noted that crowding-in can take longer than copying to appear.
- Crowding in can be recognised by another service provider investing in a market and addressing the same constraint that the intervention was designed to tackle.
- Once the newly crowded-in service providers are identified, they are also good starting points for identifying indirect beneficiaries served by them. During the interview with new service providers, MDF can also ask for the list of customers who use their new services or ask them to identify some of their customers. However, care has to be taken that the customers identified by them are a representation and do not only include their favourite clients.

Tips

The diagram below provides a visual example of what constitutes crowding-in and copying and at which levels of the results chain they occur. The distinction between Indirect Beneficiaries whether from copying versus crowding-in is determined from where they get benefits and why.

Figure 11: Results chain example for copying and crowding-in



In the Intervention Guide, systemic change should be described in two places:

- In the ***Explanatory Notes Page***, there is a section on Systemic Change where you should explain whether Crowding-In and/or Copying will be achieved with this intervention. If no systemic change is expected then explain why not. Also, if signs of systemic change have occurred as an intervention progresses, update here how such changes have occurred.
- The ***Measurement Strategy Page*** contains a section to provide details on How and When systemic change will be identified and assessed. See an example of the table below:

Table 11: Systemic change table from Measurement strategy page of Intervention Guide

How and when will you identify and assess Systemic Change?	How and When	Assessment
Crowding-In (Other service Providers)	Explain here: (1) how and (2) when you will identify other service providers.	Describe how you will assess that crowding in is taking place.
Copying (Other beneficiaries)	Explain here: (1) how and (2) when you will identify copying beneficiaries.	Describe how you will assess the indirect impacts on beneficiaries.

Aggregation of Results

MDF aggregates its potential and actual impacts every year in January, and reports this in the Annual Aggregation of Results which is released in February. This aggregation is done by the Results Measurement and Communications Manager and the Results Measurement Specialists in each country.

MDF aggregates all six of its headline indicators, which include:

- ***Effective Outreach:*** The total number of beneficiaries – small farms, firms and workers – that are able to increase their productivity and/or benefit financially from MDF’s partnerships. This includes those beneficiaries with income from self-employment activities or those benefitting from additional employment. This indicator measures the scale of MDF’s impact.
- ***Net Additional Employment:*** Net additional employment created, calculated in man-days aggregated into Full Time Equivalents (FTEs), using 240 working days per year and 8-hour working days. This indicator measures the number of jobs generated as a result of MDF’s partnerships.
- ***Net Additional Income:*** net additional income, which is additional revenues minus additional costs taking into account additional investments/costs that were needed to earn this additional income or loss of other income sources in order to focus on earning this additional income for all beneficiaries in Effective Outreach. This indicator measures the amount of income generated as a result of MDF’s partnerships. In the Results Chains, MDF keeps income from employment separate from income from self-employment or farm-income in the highest level boxes and in projections; however these are added together on the Cover Sheet and for aggregation purposes.
- ***Number of business innovations and regulatory reforms:*** A business innovation can be the introduction of a new product, service, business practice or production method, or the targeting of new suppliers and customers. Innovations can be new to the business, the sector or even the country. A regulatory reform is a change in the rules and regulations of the economy that reduces transaction costs and stimulates investment. Partnership

Agreements may be signed which introduce one or possibly multiple innovations and/or regulatory reforms.

- *Value of private sector investment leveraged:* The amount of money the partner investments in the development and implementation of the innovations or regulatory reform. The investment can be made directly in partnership activities, or in further improvements to products or services resulting from a partnership. The investment can be that made directly by partners or additional investment leveraged by partners from private funding sources.
- *Value of Additional Market Transactions:* The value of additional market transactions generated as a result of MDF's partnership. This indicator shows how much market transactions are increasing as a result of MDF's partnership, representing increased economic activity, which contributes to economic growth. The market transaction is unique to each partnership and depends on the nature of each partnership. The transaction measured can be between MDF's business partner and beneficiaries; or between MDF's business partner and its target market. It measures the payments made between the actors, covering the additional revenue generated from the product or service on behalf of either the partner, or the beneficiaries. The indicator is measured at the partner level and measured as revenue, and so should not be confused with net income to beneficiaries or net income to partners.

MDF aggregates indicators Per Country and for Total MDF.

Two sets of aggregate impact are reported:

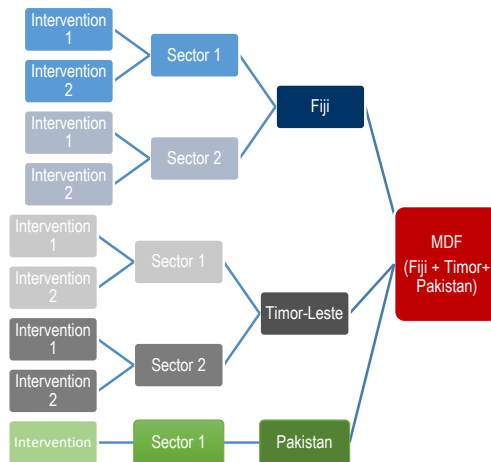
- *Actual Results:* is the impact which has already been measured as of the date of reporting.
- *Projected Results:* is the projected impact that will be achieved due to each intervention, before it has been realised or measured. Projected impact is replaced by actual impact figures once measured.

In addition, impacts are presented according to Direct Impact and Indirect Impact:

- For *Direct Impact*: it is generally counted for two business cycles from the point of trigger, as identified for each intervention, and only up to a maximum of three **years after the start of the intervention**. Even if the intervention continues to generate benefits for the target population after that it should not be taken into account as MDF's impact. This is because other external factors will arise and the continued benefits may not be fully attributable to the program. Only the impact achieved for two business cycles, or up to three years after the start of intervention (whichever occurs first), is counted and included in all reports as part of actual impact achieved.
- For *Indirect Impact*, it will be counted from the point that **crowding-in and copying occur** and which take place during the measurement period. Indirect impacts will only be claimed within the measurement period for the intervention; otherwise they will be projected.

For aggregation, the process will start with taking impact figures from interventions and aggregating them into sectors. Then, all sectors are then aggregated to give a country specific impact. This can be seen in Figure 12. Initially aggregation will start with projections. Using projections made while developing each intervention results chains, it will be possible to get a projection of intervention impacts aggregated to sector and country-levels.

Figure 12: Process of aggregation



Later after interventions have been implemented and impact assessments have been done, the projected figures will be updated with actual figures measured.

When aggregating at the sector level and for the country it is important to consider if there are any overlaps among different interventions. How aggregation and overlaps will be handled for each of the different indicators is given below:

- **Number of Business Innovations and Regulatory Reforms:** The number of business innovations and regulatory reforms will be counted, regardless of the partner. The same partner may be involved in a number of different innovations under one intervention or with a number of different interventions with MDF. Each innovation or regulatory reform will be counted, rather than the number of partners or interventions.
- **Value of private sector investment leveraged:** This is the amount invested by the partner (from its own or other private sources) while implementing activities with MDF. Generally there should be no overlap between a partner's investment in one intervention and its investment in another intervention. Thus in this case the investment amounts will be simply added up for all interventions to give a total. Additional third-party donor or public funds invested in the intervention activity are not to be counted as partner investment.
- **Value of Additional Market Transactions:** because this business transactions that are unique to each intervention, they will simply be added up for each intervention, as there is no risk of overlap.
- **Universal impact indicators:** The universal impact indicators of outreach, additional jobs and additional income need to be carefully aggregated to avoid double counting of impact. Where different interventions impact different populations and generate additional jobs and additional income, it is sufficient to add up outreach, jobs and income to come to aggregate figures of impact. However, if this is not the case, then the overlaps among different interventions will need to be taken into account when aggregating. See the following section for more detail.

Because aggregation happens every January it is important for country RM teams coordinate this timeline with collecting information from partners and finalising assessments completed in the previous year.

Correcting for Overlap

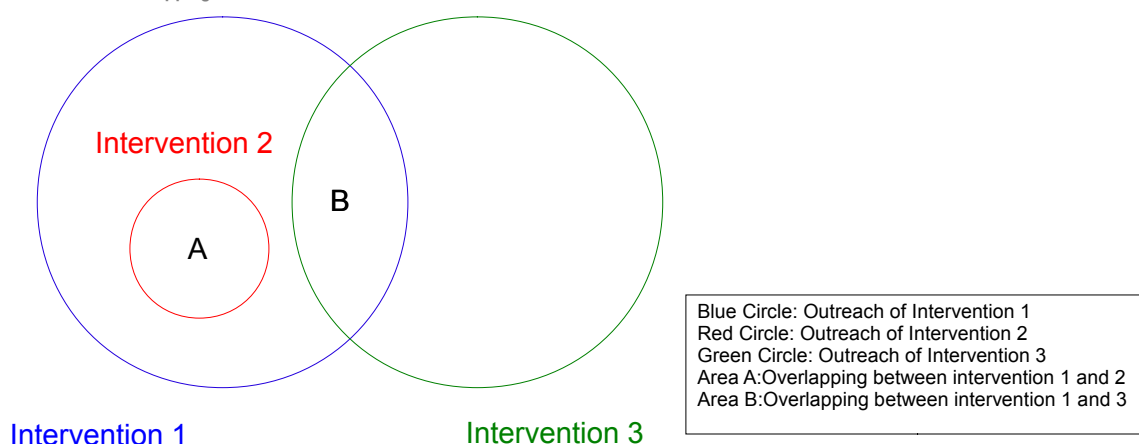
Different interventions aiming to achieve different results may target the same population. Similarly, in some cases, interventions in different sectors might also target the same population. Simply adding up the results – especially for outreach – from different interventions may result in double counting. MDF has to closely investigate the potential for overlap and make necessary corrections accordingly.

For the sector, overlap will be described in the Sector Guide. Aggregation for a sector is done in the Sector Guide in the sheet called *Sector Impact*, where all interventions and their impact will be listed. Below the list, the RM team will mention which interventions overlap, how they overlap, explain how the overlap will be handled, and show the calculation used for handling overlaps (this includes intervention and sector overlap). The aggregated figures will also then be stored in this sheet to keep a record of how each are calculated.

Aggregation for country level will also be done with the same methodology used for aggregating across a sector. However the calculation for this will be completed in a separate Excel file which will be kept by the RM&C Manager to maintain consistency, and to manage rounding and currency conversions.

- **Income:** Normally, income can be simply added up if the effects of different interventions on the performance of the same target beneficiaries can also be added up. For example, one intervention aims to improve the quality of the input while the other aims to improve general farm management. If the changes in yields of the farmers who apply both practices technically equal changes in yields from better input plus changes in yields from better farm management, the income figure can be simply added up. However, if it is not a case, correction on overlapping has to be made as discussed in the outreach section below.
- **Jobs:** Jobs created by different interventions can simply be added up. However, a job can only be counted once. For example, due to expansion in Year 1, a company employs 100 more people full time. So in Year 1, 100 jobs are created. If in Year 2, there are no jobs created, the total cumulative figure remains at 100. If in Year 2, 10 new jobs are created, then the total cumulative figure is 110.
- **Outreach:** This is where the overlapping normally will be an issue. Simply adding up outreach from different interventions, would result in double counting. For example, if a farmer benefits from two interventions, MDF still reaches only one farmer not two. Thus, for outreach, the sector team will attempt to understand how and why this overlap takes place. The potential overlapping among interventions or sectors can be seen in the following figure.

Figure 13: Potential Overlapping



The outreach in area A is 100% overlapping. So as seen in the figure above, Intervention 1 and 2 are 100% overlapping. In this case, MDF will use the bigger outreach number from Intervention 1 and not include outreach from Intervention 2.

However, in most cases, the overlapping will be partial as between Intervention 1 and Intervention 3. In this case, MDF has to estimate the number for area B, which represents the number of overlapping beneficiaries reached. So the total outreach counted will need to be adjusted to avoid double-counting Part B. In this case, it will be Intervention 1 plus Intervention 3 minus area B.

Common methods used for estimating overlap are below.

The first method is to find out the percentage of the target beneficiaries that have been reached by both interventions. This can be done during the impact survey by asking whether they used the both solutions delivered by Intervention 1 and Intervention 3 or just one solution. Then, the percentage figure for those using both solutions can be subtracted from the total figure to come up with the number of beneficiaries who are only reached by this particular intervention. Then, adjusted figures for both Intervention 1 and Intervention 3 can be added up together.

For example:

- Outreach for Intervention 1 = 600 farmers
- Outreach for Intervention 2 = 1,000 farmers
- The impact survey shows that 20% of total farmers surveyed used both solutions from Intervention 1 and Intervention 2. That means an estimate of 320 farmers have used both solutions ($1,600 \times 20\% = 320$).
- Total outreach is 1,280 ($1,600 - 320 = 1,280$).

If the first option is not feasible, especially when doing aggregation across different sectors, MDF can breakdown and allocate the target beneficiaries into certain geographic areas and assume 100% overlapping between interventions. In this case, the larger number per geographic area will be used as the aggregate figure. The example can be seen in the table below. However, in this case, the total figure will likely be under-reported since the overlap might not be 100% in all areas.

Geographic Area	Intervention 1	Intervention 2	Aggregated Figure
Area 1	-	1,000	1,000
Area 2	1,000	-	1,000
Area 3	300	750	750
Area 4	800	500	800
Area 5	500	500	500
Total	2,600	2,750	4,050

Tracking MDF Program Costs

MDF tracks all program costs according to the diagram in [Annex 19](#). MDF's financial systems disaggregate program implementation, or Imprest, costs by Country, Sector and Intervention. Operating, or overhead costs will be allocated to each country and sector as described below. Only Country and Sector level costs will be reported both annually and cumulatively.

Program Implementation Costs: these are costs incurred in-country for program implementation, and include all Imprest Funds. Program implementation costs are allocated to Intervention, Sector and Country level when incurred.

Operating Costs: Operating costs include all overhead costs, whether incurred in country or at a facility-level which are not directly allocated to sectors or interventions. Country level operating costs are allocated 100% to each country. They are further allocated by sector based on the relative portfolio size of each sector in that country, or the percentage of each sector's contribution to total in-country program implementation costs. Facility level operating costs are allocated equally between each country (for example, three countries = 33.3% allocation of Facility level operating costs). They are further allocated by sector based on the relative portfolio size of each sector in that country.

Table 12: Tracking Program Costs

Component	Program Implementation Costs	Operating Costs
Country (based on three countries: Fiji, Timor-Leste and Pakistan)	Sum of all Sector Costs + 100% of: Country Field Work Country Research Country Results Measurement Country Communications Country Conference and Training	33.3% of Total Facility-level Travel, STA and CPT costs + 100% of: Country STA Country Travel Country Operations Country CIT
Sector (based on two sectors per country)	Sum of all Direct and Associated Intervention Costs + 100% of: Sector Field Work Sector Research Sector Communications Sector Results Measurement Sector Conference and Training	Percentage of country allocated over-head costs are calculated based on relative portfolio size of the sectors. <i>These costs include a % of:</i> Country allocation of Facility-level Travel, STA and CPT costs Country STA Country Travel Country Operations Country CIT

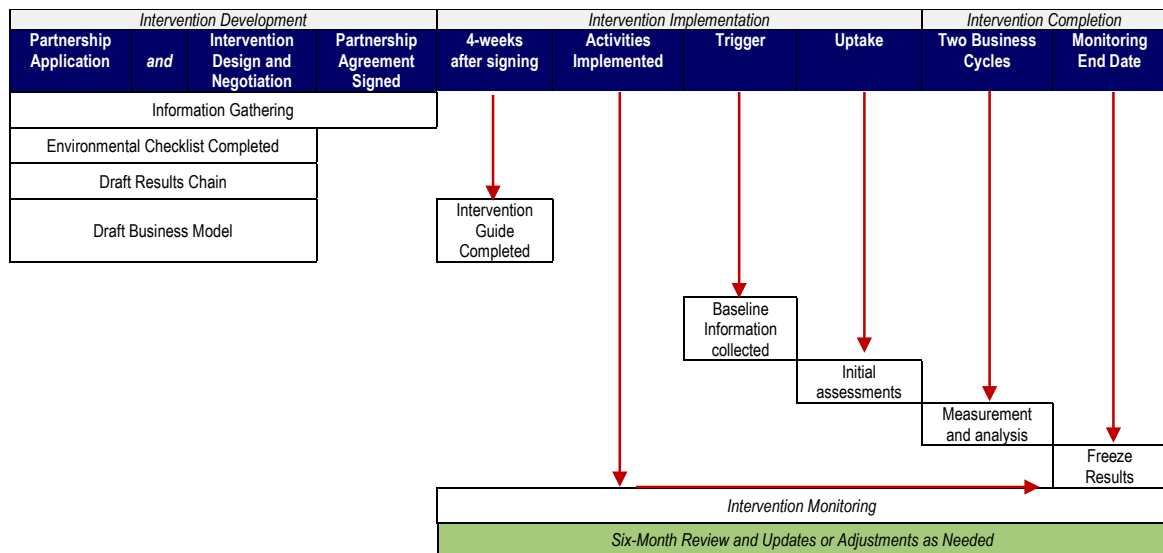
A report on actual incurred costs will be provided by the Operations Team to the Sector Teams every six-months for use in the Six-monthly Sector Management Meeting. The costs will be checked against, and updated in, the cover pages of the Intervention and Sector Guides.

Annual and Cumulative Country and Sector level costs will be reported in the Semester Report and Annual Strategic Plan.

MDF Timeline

Below is a visual summary of what RM tasks happen and when.

Table 13: MDF Results Measurement Timeline Guide



Glossary

Note: Based on DCED Standard for Measuring Achievement in Private Sector Development Ver. VI.

Activity: A discrete piece of work, typically represented by a contract between the program and a contractor, partner or consultant. Interventions typically consist of several activities that are intended to achieve change at various different points in the overall market system.

Aggregate: To combine the impact a program has caused from various interventions; overlap must be taken into account when aggregating impact.

Assess: To gauge the change in an indicator using either or both quantitative or qualitative methodologies.

Assumption: A supposition or best guess which forms part of the basis for calculation of an indicator value.

Attribution: Estimation of a project's contribution to change. *The ascription of a causal link between observed (or expected to be observed) changes and a specific intervention.*

Baseline: *An analysis describing the situation prior to a development intervention, against which progress can be assessed or comparisons made.* The status of indicators before an intervention starts or has been influenced by intervention activities against which it can be measured later again to see intervention impact.

Calculate: To compute the value of an indicator based on several different pieces of information.

Collaborating program: A public program (donor or government) with which the program has a written agreement outlining collaboration and which has contributed to the attributable changes claimed.

Component: A part of a program that forms a coherent set of interventions, typically around a thematic interest.

Copying: Other target beneficiaries copying behavioural changes that those affected directly by program activities have adopted.

Crowding in: Enterprises at levels other than the target level copying behaviours that those affected by program activities have adopted or entering a sector or value chain as a result of improved incentives and environment created (at least partly) by the program. This term also applies to government agencies or civil society organisations, who are not directly involved in the program, copying behaviours of those who are directly involved in the program, or who change their behaviour as a result of improved incentives or environment created (at least partly) by the program.

Direct impact: Changes that are caused as a result of program interventions on service providers with which the program has had significant contact and target beneficiaries. Direct impact does not include the results of systemic changes such as copying or crowding in.

Displacement: Some enterprises may be negatively affected because others are benefiting from program activities. Displacement is the amount of negative effect on those enterprises harmed by program activities.

Estimate: An approximation of the value of an indicator or of attribution based on information gathered.

Impact: *Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.*

Impact Assessment: The process of estimating a program's impact on enterprises, poverty reduction and/or other development goals.

Indirect impact: Changes caused, at least partly, by program activities which cannot be linked in a direct line to organisations or enterprises with which the program has had significant contact. Indirect impact includes the results of systemic changes such as copying, crowding in and second order changes resulting from a program's direct or indirect impact, for example changes in non-targeted sectors or changes in local economies resulting from the increased purchasing power of a program's target beneficiaries.

Indicators: *Quantitative or qualitative factors or variables that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development sector.*

Information gathering: The collection of qualitative and quantitative information to measure the changes resulting from a program at any level of the program's results chain and to estimate attribution.

Intermediate indicator: An indicator of change at any level other than the goal or final level.

Intervention: A coherent set of activities that are designed to achieve a specific system change, reflected in one results chain. An intervention is generally as subset of a component.

Job: Full-time equivalent, taken over one year (240 days/year); may be seasonal, paid in kind etc, but does not include unpaid family labour.

Measure: To assess the value of an indicator.

Methodology: A means to assess the value of indicators, for example a survey, focus group discussion or key informant interviews.

Monitoring: *A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.*

Overlap: When two different interventions reach the same target enterprises there is overlap. Programs need to correct for overlap instead of adding the impact of all interventions (when overlap is likely) in order to avoid double counting.

Poor: MDF will determine the poverty definitions for each country, using secondary sources, and at times, its own research.

Primary research: Information gathering directly from respondents (enterprises, service providers, government agencies etc.) in the field.

Private contributor: A private enterprise that has contributed to the impact claimed by the program.

Program: A program is the typical unit of analysis for a donor, often contracted to one overall partner or company. A program consists of several components.

Projection: A reasonable estimate of future results, based on current, informed knowledge about the overall system.

Proxy indicator: An indicator for which measurable change is clearly and reliably correlated with an indicator of a change that the program aims to achieve (but is more practical to measure).

Reasonable: A conclusion that an external, unbiased and relatively informed observer would come to.

Results Chain: *The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts and feedback.*

Results measurement: The process of designing a measurement system in order to estimate a program's impact so that it can be used to report results and improve project management.

Secondary research: Information gathering that relies on existing studies and reports.

Survey: Gathering information from a specific number of respondents in a specific population generally using a set of questions for which the answers can be quantified.

Sustainability: *The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long term benefits.* (For measurement purposes, sustainability will be indicated by continuation of benefits at least two years after the end of a program).

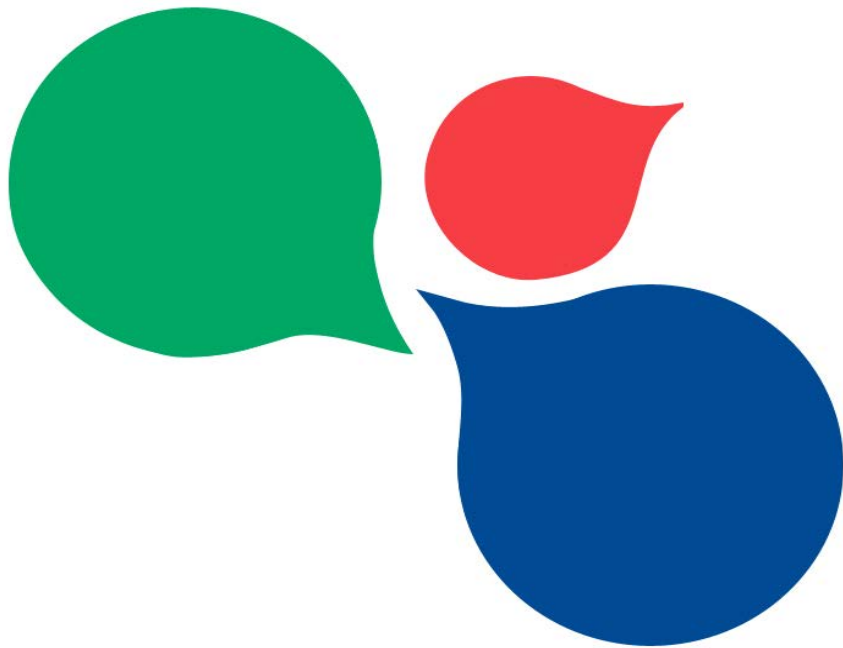
Systemic change: Change in systems that are caused by introducing alternative innovative sustainable business models at support market level (such as in private sector, government, civil society, public policy level). These changes often cause widespread indirect impact by crowding in at support market levels impact and copying at purpose level.

Target enterprises: The enterprises that a program aims to benefit.

Target population: The type of people that a program aims to benefit.

Unintended impacts: Any changes that are due to a program's activities and that were not anticipated when designing the activities. These impacts may be positive or negative.

Annex 1



**THE DCED STANDARD FOR MEASURING ACHIEVEMENTS
IN PRIVATE SECTOR DEVELOPMENT**

CONTROL POINTS AND COMPLIANCE CRITERIA

Version VI, January 2013



DCED

The Donor Committee for Enterprise Development

The DCED Standard for Measuring Results in Private Sector Development

Version VI, January 2013

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Introduction

Pressures are growing rapidly to measure and report on the results of private sector development; current PSD programmes are often not getting credit for what they are achieving. This Standard outlines key elements in a practical process for estimating results, that can be managed by programmes internally. The objectives are:

- To make it easier for programmes to measure and report on their results;
- To work towards a shared understanding of acceptable accuracy in the estimation of results so that programmes' reported results are both credible and useful;
- Wherever possible, to measure a small number of "universal impact indicators" (defined below) in a common way, to enable donors and others to aggregate their impact across programmes; and
- To enable programmes to use results measurement for day-to-day management, particularly to validate the assumptions on which the programme logic has been based.

The participation of PSD programmes in the Standard process offers donors:

- a common approach to results measurement, that can be applied to a variety of PSD programmes at little extra cost;
- clarity on what programmes will report, with consistent supporting documentation or ‘paper trail’;
- regular and credible estimates of programmes’ results;
- universal indicators which donors can add together across multiple programmes; and
- potential to reduce oversight costs, particularly with smaller programmes.

Adopting the Standard offers additional benefits to programme managers:

- a means to clarify expectations with donors about results measurement;
- credibility for programmes in presenting their results;
- fewer questions about how results are measured by internally managed systems;
- clarity and uniform guidance on some of the more challenging aspects of results measurement; and
- regular and useful information for programme management.

This Standard is based on the articulation of results chains: the logic implicit in any intervention. All of the elements outlined in this document together comprise a very practical system that programmes can use to measure the results they are achieving. To ensure that the results reported are credible, the system can then optionally be audited by an external auditor. In all cases, the auditor looks for good practice and practical solutions to measurement challenges; the key test is whether the approach taken by the programme would convince a reasonable but sceptical observer.

For each element in the Standard, a control point summarises the minimum requirement that would satisfy the auditor. The compliance criteria by which the auditor would assess a programme against each control point are given separately in the DCED Standard scoring sheet; documentation can be in any form. Those items labelled “Must” are deemed necessary for all participating programmes (and are shown in green); those labelled “Rec” (Recommended) conform to good practice, but may be difficult for some programmes to comply with at this point (shown in yellow). These Recommendations may become “Musts” in the future as the field of results measurement improves. The sections in the Standard are not stand alone parts but are expected to be implemented in an integrated way. Each of the parts depends on the others. As a whole, the Standard may be considered a checklist for a results measurement system that conforms to established good practice.

At the end of this Standard there is a “scoring sheet” which elaborates on each compliance criterion against which a programme will be scored. There are also definitions of terms to help ensure that programmes, reviewers and donors have a common understanding of the control points and compliance criteria. There are also accompanying “implementation guidelines” and other documents, which offer explanations of each control point and compliance criteria, advice on how to meet each control point and examples.

This Standard is the result of a field-based process of discussion, testing and consensus among programme managers and consultants during 2008 -2012, and of engagement with many agencies and programmes. The Standard, the audit process and the support that programmes need to adopt these elements will continue to develop.

The Standard is not a substitute for expertise or common sense, but provides a framework within which programme managers can identify the important gaps in their current measurement work, and address those gaps effectively. It does not mandate the impossible, but rather provides an incentive to measure more of the possible, than has been measured in the past. In all cases, results should be measured through the best means available, and ‘triangulated’ through more than one approach. However, in the words of John Maynard Keynes, “it is better to be roughly right than precisely wrong”.

Note: At the current time, programmes may choose to implement the DCED methodology either for their entire programme, or for selected components or interventions. Each intervention consists of all of the activities needed to achieve one, coherent results chain; it is therefore taken as the main unit of analysis for this Standard. In the terminology used, several interventions may make up a component, and several components may make up a programme.

Universal Impact Indicators

These indicators are recommended for use by all participating programmes so that donors and other stakeholders can aggregate impact across programmes, wherever possible.

Scale: Number of target enterprises who realize a financial benefit as a result of the programme’s activities per year and cumulatively. The programme must define its “target enterprises.”¹

Net income: Net additional income (additional sales minus additional costs) accrued to target enterprises as a result of the programme per year and cumulatively. In addition, the program must explain why this income is likely to be sustainable.

Net additional jobs created:² Net additional, full time equivalent jobs created in target enterprises as a result of the programme, per year and cumulatively. “Additional” means jobs created minus jobs lost. “Per year” comprises 240 working days. The program must explain why these jobs are likely to be sustainable. Jobs saved or sustained may be reported separately.

¹ Target enterprises are the final beneficiaries that a programme aims to benefit. These are usually the poor producers and/or workers in the enterprises.

² Some programs are uncomfortable with this indicator because job creation per se does not lay the foundation for long term, pro-poor growth. These programs would prefer an indicator related to labor productivity and/or competitiveness. However, due to the challenges of designating an indicator of this type applicable across many programs as well as adding up this kind of indicator, and in recognition of the interest of many partner governments and donors for this indicator, it has been retained.

The focus on impact that the Standard brings is much appreciated by those in the field. Clearly, however, there are some situations and activities where impacts cannot be credibly estimated or attributed, and in those situations, the Standard does not require it. For instance, sometimes the success of an intervention might depend on conditions beyond the influence of the programme. Or it might be difficult to separate out the impact of a project from the impact caused by other programmes. However it is important in such cases to document the reasons why the programme is unable to meet the requirements of the Standard, so that in the case of an audit, the auditor can also assess whether it's a reasonable explanation.

Furthermore, the final choice of impact indicators is somewhat agency-specific, and the Standard allows for the list given above to be tailored to the needs of individual agencies and programmes – for example to focus on the development goals they already have. Publication of results remains the responsibility of the programme or agency; the DCED may use aggregated numbers across several programmes in its publications, but will not otherwise make any information about individual programmes publicly available without permission.

Note that the Universal Impact Indicators refer to enterprise-level impact; mapping this onto household-level impact is a demanding process, particularly with respect to attribution, because households may have multiple income streams. It is anticipated, therefore, that funding agencies commission separate research by specialists, to measure attributable household-level impacts, if they need that information.

Version VI, January 2013

1. Articulating the Results Chain

No.	Control Point	Level
1.1	An appropriate, sufficiently detailed and logical results chain(s) is articulated explicitly for each of the interventions.	Must
1.2	Each results chain is supported by adequate research and analysis.	Must
1.3	Mid and senior level programme staff are familiar with the results chain(s) and use them to guide their activities; key partners can explain the logic of interventions.	Must
1.4	The results chain(s) are regularly reviewed to reflect changes in the programme strategy, external players and the programme circumstances.	Must
1.5	The results chain(s) include the results of broader systemic change at key levels.	Rec
1.6	The research and analysis underlying the results chain(s) take into account the risk of displacement.	Rec

2. Defining Indicators of Change

No.	Control Point	Level
2.1	There is at least one relevant indicator associated with each change described in the results chain(s).	Must
2.2	The universal impact indicators are included in each relevant results chain.	Must
2.3	There are specific Indicators that enable the assessment of sustainability of results.	Must
2.4	Mid and senior level programme staff understand the indicators and how they illustrate programme progress.	Must
2.5	Anticipated impacts are realistically projected for key quantitative indicators, to appropriate dates.	Rec

3. Measuring Changes in Indicators

No.	Control Point	Level
3.1	Baseline information on key indicators is collected.	Must
3.2	Information for each indicator is collected using methods that conform to good research practices.	Must
3.3	Qualitative information on changes at various levels of the results chain is gathered.	Must

No.	Control Point	Level
3.4	Reported changes in indicators that are extrapolated from pilot figures are regularly verified.	Rec

4. Estimating Attributable Changes

No.	Control Point	Level
4.1	Attributable changes in all key indicators in the results chains are estimated using methods that conform to established good practice.	Must

5. Capturing Wider Changes in the System or Market

No.	Control Point	Level
5.1	The results of systemic change at key levels in the results chain(s) are assessed using methods that conform to established good practices.	Rec

6. Tracking Programme Costs

No.	Control Point	Level
6.1	Costs are tracked annually and cumulatively.	Must
6.2	Costs are allocated by major component of the programme. (Applicable only to programmes with more than one main component)	Rec

7. Reporting Results

No.	Control Point	Level
7.1	The programme produces a report, at least annually, which clearly and thoroughly describes results to date.	Must
7.2	Contribution of other publicly funded programmes and private contributions are acknowledged.	Must
7.3	Reported changes in key indicators are disaggregated by gender.	Must
7.4	Results of systemic change and/or other indirect effects are reported.	Rec
7.5	Results are published.	Rec

8. Managing the System for Results Measurement

No.	Control Point	Level
8.1	The programme has a clear system for results measurement that ensures that findings are used in programme management and decision-making.	Must
8.2	The system is supported by sufficient human and financial resources.	Must
8.3	The system is integrated with the management of the programme	Must

Compliance Criteria for Scoring

This scoring sheet has been prepared to outline the compliance criteria by which an auditor would assess a programme against each control point outlined in the DCED Standard for Measuring Achievements in Private Sector Development Version VI (January 2013).

Each control point has been divided into compliance criteria, which will be rated out of a maximum of 10 points based on the degree to which the programme meets those compliance criteria. The rating for each compliance criterion will be based on examining a selection of individual projects/interventions within a programme, as well as the overall programme. The compliance criteria for the control points have been formulated to score programmes on whether they have the different elements in place, whether they are of good quality and on whether they are being used.

The DCED appreciates the fact that new initiatives also wish to know if the system that they are establishing is likely to be compliant with the Standard – before they have had time to use that system with any regularity. Some of the compliance criteria have therefore been marked “Use”, in which case compliance is not required for initiatives that have been established for less than one year. In that case, auditors will only certify that the system in place is compliant, not that it is in regular use, or generating credible information on results being achieved. Compliance criteria that will not be applicable for all programmes, are marked as W/A (where applicable).³

Programs will be given a rating as follows:

- ‘Must’ control points out of 100 per cent total possible (10 points for each compliance criterion)⁴
- ‘Recommended’ control points out of 100 per cent total possible (10 points for each compliance criterion)⁵

The final rating will be presented as a check (✓) on the following tables:

‘Must’ control points:

Percentage	Description	Programme Rating
91-100	Strong results measurement system	
81-90	Reasonable results	
71-80	measurement system	
61-70	Moderate results	
51-60	measurement system	

³ For instance in control point 2.1, the compliance criteria for validating proxy indicators is only applicable if a programme is using proxy indicators.

⁴ The total score might differ between different programmes as certain compliance criteria are not applicable. The percentage score is the total score as a proportion of the total possible for that programme.

⁵ Same as for Musts

41-50	with notable weaknesses	
31-40		
21-30	Weak results	
11-20	measurement system	
0-10		

‘Recommended’ control points:

Per cen tag e	Description	Programme Rating
81-100	Results measurement system with strong additional features	
61-80	Results measurement system	
41-60	with some additional features	
21-40	Results measurement system	
0-20	with few additional features	

Scoring Sheet – Standard Version VI, January 2013

1. Articulating the Results Chains

No.	Control Points	Compliance criteria broken down for Scoring	Score (10)
1.1	An appropriate, sufficiently detailed and logical results chain(s) is articulated explicitly for each of the interventions.	A results chain is developed and documented for each intervention.	
		Each results chain shows all key changes arranged in logical order, demonstrating as far as possible how the selected intervention leads to achievement of development goals.	
		Each results chain is sufficiently detailed so that changes at all levels can be assessed quantitatively and/or qualitatively.	
		The programme has documentary evidence that underlies the logic of the steps in each results chain.	
1.2	Each results chain is supported by adequate research and analysis	Each results chain and/or supporting documentation outlines significant assumptions that support the logic of the results chains and mentions relevant contributions of other initiatives.	
		The documentation explains how the changes outlined in each results chain are likely to lead to lasting impact.	
1.3	Mid and senior level programme staff are familiar with the results chain(s) and use them to guide their activities; key partners can explain the logic of interventions.	Mid and senior level programme staff can describe the respective results chain(s) covering their work.	
		Mid and senior level programme staff can give examples of how they will use or how they have used (for programmes more than 1 year old) results chain to guide their work.	
		Key partners can describe the logic of interventions that is reflected in results chains. (W/A)	
1.4	The results chain(s) are regularly reviewed to reflect changes in the programme strategy, external players and the programme circumstances.	The programme has a clear system for reviewing the results chain(s) at least once a year.	
		Use: The programme has evidence to show that the results chain(s) have been reviewed at least once in the last year. It has evidence to justify changes or lack of changes made to results chain(s).	

1.5	The results chain(s) include the results of broader systemic change at key levels.	The results of expected systemic or market-wide changes are clearly included in each results chain. (W/A)	
1.6	The research and analysis underlying the results chain(s) take into account the risk of displacement.	The programme can cite or produce evidence that displacement has been taken into account in the development of the results chain(s).	

2. Defining Indicators of Change

No.	Control Points	Compliance criteria broken down for Scoring	Score (10)
2.1	There is at least one relevant indicator associated with each change described in the results chain(s).	Quantitative and/or qualitative indicators are defined for each change in the results chain(s). The indicators are relevant to the associated changes in the results chain(s). Evidence of validation is provided for proxy indicators if used. (W/A)	
2.2	The universal impact indicators are included in each relevant results chain(s).	Each results chain includes the universal impact indicators at the relevant level wherever possible, or written justification is provided for each such indicator if not included.	
2.3	There are specific Indicators that enable the assessment of sustainability of results.	Specific indicators (qualitative and/or quantitative) are defined that enable assessment of sustainability of results in the results chains. The indicators are relevant and appropriate to assessing the sustainability of results at key levels of the results chains.	
2.4	Mid and senior level programme staff understand the indicators and how they illustrate programme progress.	Mid and senior level programme staff can describe the indicators covering their work. Mid and senior level programme staff can give examples of how they will use or how they have used (for programmes more than 1 year old) information on changes in indicators to inform their strategy and implementation decisions.	
2.5	Anticipated impacts are realistically projected for key quantitative indicators to appropriate dates.	There are clear projections for key quantitative indicators to specific dates during or beyond the intervention. Projections are expressed as a change in indicator value due to the programme by a specific date. Use: Documents show that projections have been reviewed at least once in the last year with changes or lack of changes justified. The projections are supported by documented research, analysis and clear calculations, with sources of information and assumptions explicitly outlined.	

	Wherever possible, there are projections for the universal impact indicators (or other common impact indicators) to either the end of programme or to two years after the end of the programme.	
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3. Measuring Changes in Indicators

No.	Control Points	Compliance criteria broken down for Scoring	Score (10)
3.1	Baseline information on all key indicators is collected.	A documented plan is in place to gather baseline information, Use: The programme has collected baseline and outlined the status of key indicators before activities have led to changes	
3.2	Information for each indicator is collected using methods that conform to good research practices.	A documented plan is in place to collect information for each indicator at appropriate times. The plan is thorough, realistic and in accordance with good research practice. It shows for each indicator what information will be collected, when and how the information will be collected and how each indicator will be calculated or described. Use: The programme can demonstrate that it used the plan to collect information. Use: The programme can demonstrate that information collection conformed to established good practices (in terms of research design, timing, sampling, quality control, etc.)	
3.3	Qualitative information on changes at various levels of the results chain is gathered.	Assessment of changes includes qualitative information gathering. Qualitative information gathering enables an appropriate assessment of why changes are or are not taking place and the character, depth and sustainability of changes at various levels of the results chain.	
3.4	Reported changes in indicators that are extrapolated from pilot figures are regularly verified.	When changes in indicators are calculated for large numbers of enterprises using data from small samples or a pilot phase, a method for regularly validating the extrapolation is in place. Use: The method for validating the extrapolation is in regular use.	

4. Estimating Attributable Changes

No.	Control Points	Compliance criteria broken down for Scoring	Score (10)
4.1	Attributable changes in all key indicators in the results chains are estimated using methods that conform to established good practice.	<p>The programme has a documented plan for assessing and estimating the attribution of observed changes to programme activities for each of the key indicators in the results chain.</p> <p>The methods chosen to assess and estimate attribution link back to the results chains, are appropriate to the programme context and conform to established good practices.</p> <p>Use: The programme has used the plan to estimate attributable change in indicators.</p> <p>Use: The programme can demonstrate and staff can explain the methods used to assess and estimate attribution and how the methods conform to established good practices.</p> <p>Use: Figures are supported by clear calculations; assumptions are outlined if necessary.</p>	

5. Capturing Wider Changes in the System or Market

No.	Control Points	Compliance criteria broken down for Scoring	Score (10)
5.1	The results of systemic change at key levels in the results chain(s) are assessed.	<p>The programme has a documented plan for assessing and estimating the results of systemic change outlined in the results chains.</p> <p>The methods chosen to assess systemic change link back to the results chains, are appropriate to the programme context, take attribution into account and conform to good research practices.</p> <p>Use: The programme has used the plan to assess and estimate the extent of systemic change.</p> <p>Use: The programme can demonstrate and staff can explain the methods used to assess systemic change and how the methods conform to established good practices.</p> <p>Use: Figures are supported by clear calculations; any assumptions are outlined.</p>	

6. Tracking Programme Costs

No.	Control Points	Compliance criteria broken down for Scoring	Score (10)
6.1	Costs are tracked annually and cumulatively.	A clear, accounting system is in place to track costs and produce annual and cumulative totals of all programme-related costs spent in country. Use: The programme has annual and cumulative totals of all programme-related costs spent in country.	
6.2	Costs are allocated by major component of the programme. (Applicable only to programmes with more than one main intervention)	The accounting system enables management to estimate and produce totals on costs spent on each major component of the programme for which impact is estimated. Use: The programme has annual and cumulative estimates of costs for each component for which impact is estimated.	

7. Reporting Results

No.	Control Points	Compliance criteria broken down for Scoring	Score (10)
7.1	The programme produces a report at least annually which clearly and thoroughly describes results to date.	The programme has a documented system for estimating programme-wide impacts for universal impact indicators (and/or other high level common indicators) at least annually. Use: The programme has an annual report with clear estimates of programme wide impacts for universal impact indicators (and/or other high level common indicators). The report outlines the context and any qualitative information needed to understand the numbers produced.	
7.2	Contributions of other publicly funded programmes and private contributions are acknowledged.	Use: The programme can clearly explain how the estimates were derived and show supporting calculations. These calculations takes overlap into account. (W/A) Where the reported changes are/will be due in part to the work of other publicly-funded programmes and private contributions, they are acknowledged in the report above.	
7.3	Reported changes in key indicators are disaggregated by gender	All reported changes, and particularly impact indicators, are disaggregated by women and men. Where figures are not disaggregated, justification is provided as to	

		why this was not possible or appropriate.	
7.4	Results of systemic change and/or other indirect effects are reported.	The results of systemic changes and other indirect effects are reported. When these or other indirect effects are quantified, the figures are divided as 'direct' and 'indirect.'	
7.5	Results are published.	A document with the results and costs described in sections 7.1-7.4 is made publicly available. The auditor may choose to 'sign off' on this report.	

8. Managing the system for results measurement

No.	Control Points	Compliance criteria broken down for Scoring	Score (10)
8.1	The programme has a clear system for results measurement through which findings are used in programme management and decision-making.	<p>The programme has a documented plan in place to show how information from the results measurement system will inform management decision making.</p> <p>The plan is realistic and ensures that results information is regularly and effectively integrated into management decision making.</p> <p>All programme staff have access to written guidance (e.g. a manual or staff guide) on how to implement all elements of results measurement (each of the sections above).</p> <p>Use: Managers can explain to what extent underlying assumptions in the results chain(s) are proving to be valid, and can cite decisions they have made based on the information provided by the results measurement system.</p>	
8.2	The system is supported by sufficient human and financial resources.	<p>The program can show that sufficient human and financial resources are available and have been allocated to manage and implement the results measurement system.</p> <p>Tasks and responsibilities in relation to results measurement are appropriate and documented.</p> <p>Staff are able to accurately describe their tasks and responsibilities in results measurement.</p>	
8.3	The system is integrated with the management of the programme.	<p>Evidence exists of the results measurement system having been institutionalized, for example in the form of inclusion in programme management documents, job descriptions, staff performance reviews, regular meetings etc.</p> <p>All programme staff can provide examples of results measurement activities that they have undertaken in the last month.</p>	

Definitions

Note: Where possible, the definitions given below are in line with the *Glossary of Key Terms* developed by the DAC Network on Development Evaluation⁶. Definitions taken directly from the DAC Glossary are *given in italics*. In many cases, further detail has been added, in order to give the level of specificity required for the purpose of this methodology.

Activity:

A discrete piece of work, typically represented by a contract between the programme and a contractor, partner or consultant. Interventions typically consist of several activities, that are intended to achieve change at various different points in the overall market system.

Aggregate:

To combine the impact a programme has caused from various interventions; overlap must be taken into account when aggregating impact.

Assess:

To gauge the change in an indicator using either or both quantitative or qualitative methodologies.

Assumption:

A supposition or best guess which forms part of the basis for calculation of an indicator value.

Attribution:

The ascription of a causal link between observed (or expected to be observed) changes and a specific intervention.

Baseline:

An analysis describing the situation prior to a development intervention, against which progress can be assessed or comparisons made.

The status of indicators before an intervention starts or has been influenced by intervention activities against which it can be measured later again to see intervention impact.

Calculate:

To compute the value of an indicator based on several different pieces of information.

Collaborating programme:

A public programme (donor or government) with which the programme has a written agreement outlining collaboration and which has contributed to the attributable changes claimed.

Component:

A part of a programme that forms a coherent set of interventions, typically around a thematic interest.

Copying:

Other target enterprises copying behavioural changes that those affected directly by programme activities have adopted.

Crowding in:

Enterprises at levels other than the target level copying behaviours that those affected by programme activities have adopted or entering a sector or value chain as a result of improved incentives and environment created (at least partly) by the programme. This term also applies to government agencies or civil society organizations, who are not directly involved in the programme, copying behaviours of those who are directly involved in the programme, or who change their behaviour as a result of improved incentives or environment created (at least partly) by the programme.

⁶ <http://www.oecd.org/dataoecd/29/21/2754804.pdf>

Direct impact:

Changes that are caused as a result of programme interventions on service providers with which the programme has had significant contact and target beneficiaries. Direct impact does not include the results of systemic changes such as copying or crowding in.

Displacement:

Some enterprises may be negatively affected because others are benefiting from programme activities. Displacement is the amount of negative effect on those enterprises harmed by programme activities.

Estimate:

An approximation of the value of an indicator or of attribution based on information gathered.

Impact:

Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

Impact Assessment:

The process of estimating a programme's impact on enterprises, poverty reduction and/or other development goals.

Indirect impact:

Changes caused, at least partly, by programme activities which cannot be linked in a direct line to organizations or enterprises with which the programme has had significant contact. Indirect impact includes the results of systemic changes such as copying, crowding in and second order changes resulting from a programme's direct or indirect impact, for example changes in non-targeted sectors or changes in local economies resulting from the increased purchasing power of a programme's target beneficiaries.

Indicators:

Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development sector.

Information gathering:

The collection of qualitative and quantitative information to measure the changes resulting from a programme at any level of the programme's results chain and to estimate attribution.

Intermediate indicator: An indicator of change at any level other than the goal or final level.

Intervention:

A coherent set of activities that are designed to achieve a specific system change, reflected in one results chain. An intervention is generally a subset of a component.

Job:

Full-time equivalent, taken over one year (240 days/year); may be seasonal, paid in kind etc, but does not include unpaid family labour.

Measure:

To assess the value of an indicator.

Methodology:

A means to assess the value of indicators, for example a survey, focus group discussion or key informant interviews.

Monitoring:

A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.

Overlap:

When two different interventions reach the same target enterprises there is overlap. Programmes need to correct for overlap instead of adding the impact of all interventions (when overlap is likely) in order to avoid double counting.

Poor:

MDG1 originally referred to people living on less than \$1 per day, on 1993 purchasing power parity; this has now been considerably expanded – see the revised MDGs. USAID, CGAP and others are working on country-specific baskets of poverty indicators. Many countries have their own definition.

Primary research:

Information gathering directly from respondents (enterprises, service providers, government agencies etc.) in the field.

Private contributor:

A private enterprise that has contributed to the impact claimed by the programme.

Programme:

A programme is the typical unit of analysis for a donor, often contracted to one overall partner or company. A programme consists of several components.

Projection:

A reasonable estimate of future results, based on current, informed knowledge about the overall system.

Proxy indicator:

An indicator for which measurable change is clearly and reliably correlated with an indicator of a change that the programme aims to achieve (but is more practical to measure).

Reasonable:

A conclusion that an external, unbiased and relatively informed observer would come to.

Results Chain:

The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts and feedback.

Results measurement: The process of designing a measurement system in order to estimate a programme's impact so that it can be used to report results and improve project management.

Secondary research: Information gathering that relies on existing studies and reports.

Survey:

Gathering information from a specific number of respondents in a specific population generally using a set of questions for which the answers can be quantified.

Sustainability:

The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long term benefits.

(For measurement purposes, sustainability will be indicated by continuation of benefits at least two years after the end of a programme).

Systemic change:

Change in systems that are caused by introducing alternative innovative sustainable business models at support market level (such as in private sector, government, civil society, public policy level). These changes often cause widespread indirect impact by crowding in at support market levels impact and copying at final beneficiary level.

Target enterprises:

The enterprises that a programme aims to benefit.

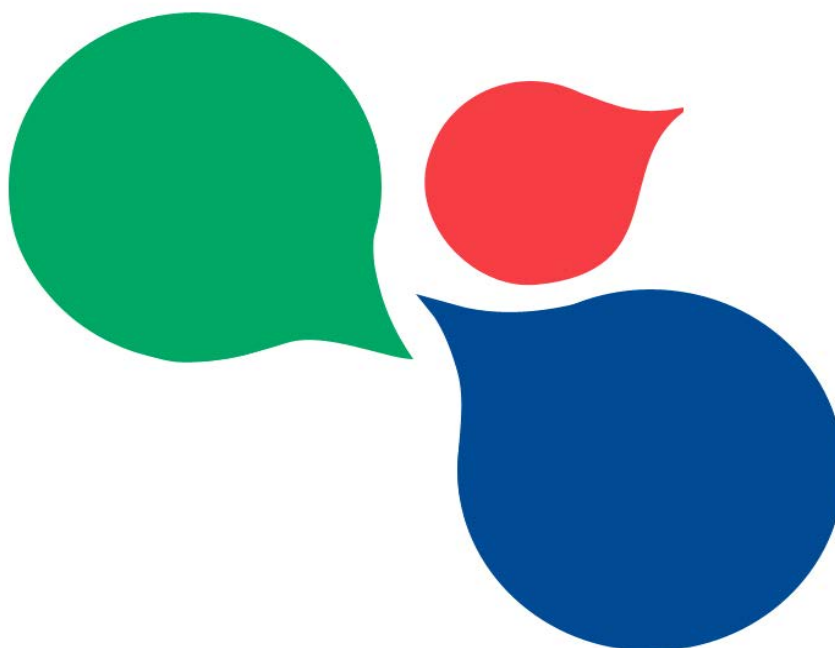
Target population:

The type of people that a programme aims to benefit.

Unintended impacts:

Any changes that are due to a programme's activities and that were not anticipated when designing the activities. These impacts may be positive or negative.

Annex 2



Annex 2: Outline for Sector Assessment Report and Sector Strategy

Part One: Sector Assessment

Chapter One: Pro-Poor Growth Potential

- 1.1 Introduction to the Market System
- 1.2 Size and Segments of the End Market
- 1.3 Growth Trends and Growth Potential of the End Market
- 1.4 Relevance for Pro-poor Growth
- 1.5 Relevance for Cross-cutting Themes

Chapter Two: The Market System

- 2.1 Introduction or Additional Details
- 2.2 Market System Map
- 2.3 Description of System Actors
- 2.4 Public Sector Presence in the System
- 2.5 Donor Presence in the System

Part Two: Sector Growth Strategy

Chapter One: Summary of Main Findings of Sector Assessment

- 1.1 Challenges for Growth of the Overall Sector
- 1.2 Challenges for Growth of Different Actors

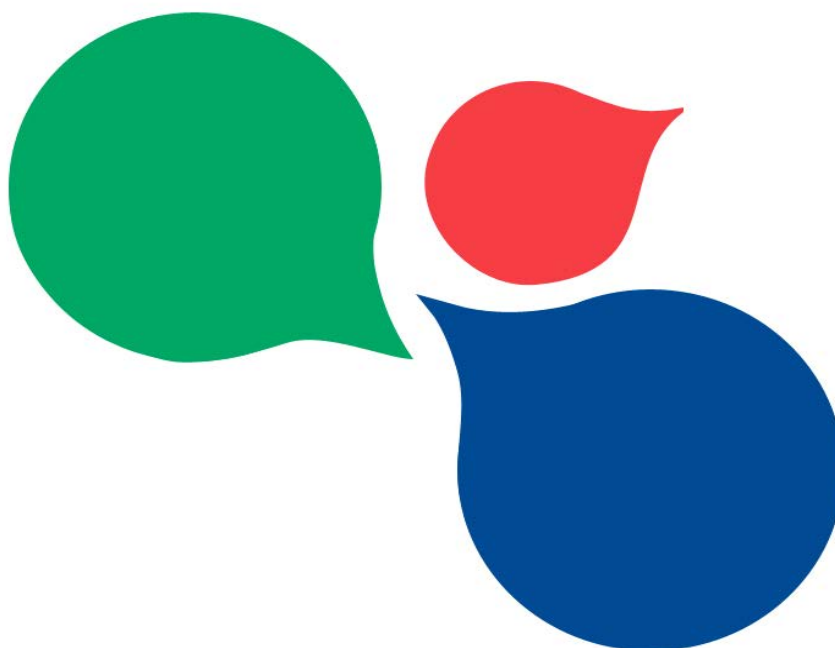
Chapter Two: Market System Key Constraints and Opportunities

- 2.1 Key Constraints
- 2.2 Opportunities to Address Key Constraints

Chapter Three: Sector Growth Strategy

- 3.1 Sector Growth Strategy
- 3.2 Relevance for Pro-poor Growth
- 3.3 Relevance for Cross-cutting Themes

Annex 3



Annex 3: MDF's Six-Monthly Sector Management Meeting

Introduction

MDF's Six-monthly Sector Management Meeting is held every six months with each sector team in order to discuss and document achievements, lessons learned, and develop a plan for the coming six months to develop new interventions and improve existing ones.

This meeting is an important part of results measurement. It serves as a critical moment for ensuring that the results measurement system is used for guiding decisions on the implementation of activities. It is a regularly scheduled and dedicated time to analyse both interventions and review the Sector Strategy.

The meeting must be attended by: the Country Representative, the Coordinator responsible for this sector, the whole Sector Team, and the Results Measurement Specialist responsible for this sector. Other persons who may also be present include: the Team Leader, the Results Measurement and Communications Manager, and if needed, persons responsible for finance and procurement.

Purpose

The purpose of the Six-monthly Meeting is to take time to review and evaluate MDF's progress against the Sector Strategy and document results, lessons learned and changes that are made to interventions and Sector Strategies. It includes a review of what has been achieved to date in the sector and for each intervention in order to:

1. Determine if activities are on course to achieve the intended outcomes;
2. Take the time to discuss and document results and other lessons learned;
3. Identify what unexpected outcomes have occurred and what changes need to be made to the intervention and to the Sector Strategy. These changes will be incorporated as an updated Intervention Guide and updated Sector Strategy if needed;
4. Identify key information needed and develop a research plan to support this.

Duration and Agenda

The Six-monthly Meeting will be held over a minimum of three, but preferably five, working days. Scheduling should be over consecutive days which are fully dedicated to the Meeting. During the meeting, a selected moderator will facilitate the discussion around the following points.

Each ***intervention area*** is reviewed to:

1. Determine what activities are happening where and how these are contributing to the overall Sector Strategy;
2. Identify where there are potential opportunities, where are there gaps and what are the priority areas for coming six months;
3. Identify key information that is needed and schedule needed research to support the priority areas.

Each **current intervention** is reviewed in detail to:

1. Discuss results measured or observed during the previous six months;
2. Check leverage and partner activities against partnership agreements;
3. Review cross-cutting themes;
4. Share and document lessons learned;
5. Make corrections and adjustments to activities or the impact logic, which is incorporated into the Intervention Guide;
6. Plan additional research and analysis needed.

Each **potential intervention** is also discussed to identify:

1. Status of partner activities and partnership agreement discussions;
2. Discussion on impact logic and how the intervention fits within intervention areas and contributes to overall Sector Strategy;
3. Identify next steps and activities planned for the coming six months.

Summary discussion on **Sector Strategy** to identify:

1. If interventions and plans are on track with the current Sector Strategy;
2. If any changes or updates need to be made;
3. Identification of any sector-level additional research questions that need to be answered.

Outputs

The outputs from the Six-monthly Meeting include the following:

1. Six-Monthly Meeting Report (see outline below)
2. Work plan for the coming six months, which covers team activities and key questions with a plan to gather the missing information
3. Documentation of lessons learned, (which could be identified for use as a formal case study or success story)
4. Updated Intervention Guides
5. Updated Sector Strategy (if required)
6. Updated Sector Assessment Report (if required)

Six-Monthly Sector Management Meeting Report

At the conclusion of the Six-monthly Meeting, a report will be produced which summarises the overall discussion, conclusions and next steps. A detailed outline of the six-monthly meeting report follows below. **Note:** the report must provide a detailed account of what has been discussed, written as a coherent story. This is necessary so that non-participants reading the report, for example a DCED Auditor, can follow the discussion.

1. Update of work in the sector by intervention area, answering the following questions:
 - a. Where are we? What is happening in each area?
 - b. What have we learned in the last six months? What has changed?
 - c. What areas are our areas of focus for the next six months?
 - d. What do we need to know to achieve this?
2. Summary of discussion on current interventions

- a. Summary of discussion on each intervention
 - b. Conclusions and any changes decided
 - c. Next steps
3. Potential intervention summary
 - a. Summary of discussion on potential intervention
 - b. Conclusions
 - c. Next steps
4. Conclusions on the sector's overall Strategy
 - a. Summary of progress made against Sector Strategy
 - b. Summary of overall lessons and observations
 - c. Detail of changes that need to be made to the Sector Strategy
 - d. Highlight any new areas or issues that need to be addressed
5. Summary of all the next steps, including research and information gathering needs - including actions and a work-plan (when, who).

Preparation

1. Intervention Guides need to be updated prior to the meeting, so that the most up-to-date and precise picture is available for discussion. If the intention for the particular intervention is to discuss the intervention logic or research data in the meeting, then updates to the Guide should take place immediately after the meeting.
2. Research data should be analysed prior to the meeting and the analysis should be prepared in a presentable form. Research should be presented so that it is possible to discuss the research results and not use the meeting to determine what those results actually are.

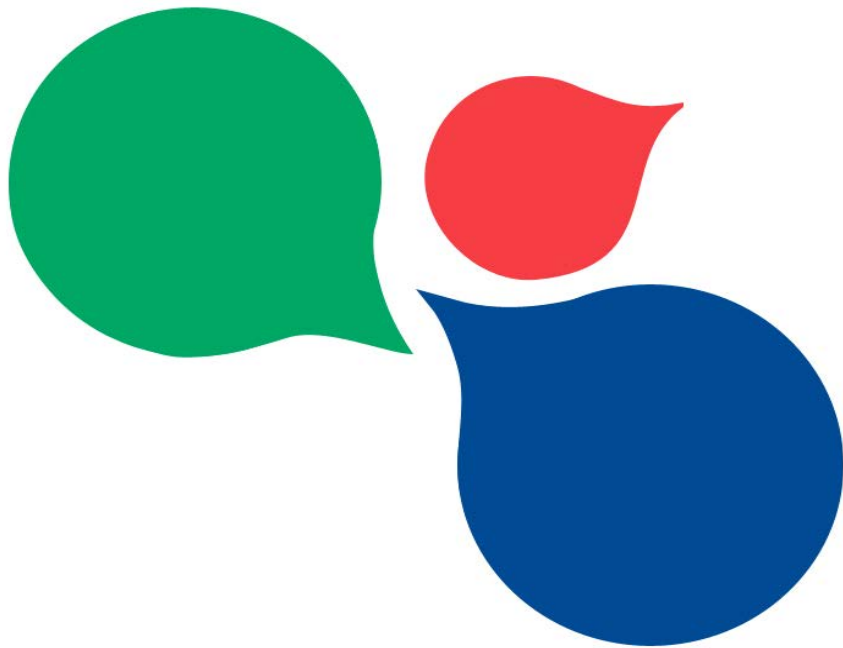
Roles and responsibilities

The Sector Coordinator and Results Measurement Specialist will be responsible for organising the meeting. They will identify specific agenda points and assign any advance preparation tasks or research needed to the rest of the team.

A **Moderator** and **Note-taker** will be selected from the group prior to the meeting (these could be any of the participants). The Moderator will guide the discussion following the agenda to ensure all discussion points are covered and will summarise needed updates, research tasks and next steps identified in the discussion. The note taker will record notes and be responsible for drafting and finalising the report.

Others involved (Sector Team and Results Measurement Team) should prepare any assigned information or research requested; actively participate in the meeting discussion; update Intervention Guides and the Sector Strategy as needed; review and comment on the report; and participate in follow-up tasks and research.

Annex 4



Sector:	Name of the Sector (Tourism/Horticulture)							
Number of Interventions								
On-going:	Number of interventions where activities are still going on							
Closed:	Number of interventions where the monitoring period have come to an end							
Potential (next 6 mth):	Number of interventions which are planned for the next 6 months							
Summary Impact (Cumulative):								
	Impact Till Date (month/year)				Impact at end of programme			
	Direct		Indirect		Direct		Indirect	
	Male	Female	Male	Female	Male	Female	Male	Female
Projected								
Outreach								
Income								
Job								
Measured								
Outreach								
Income								
Job								
Total								
Outreach								
Income								
Job								
Partner Investment:	Total investment by all partners							
Value of Additional Market Transactions	\$\$							
Contribution of Other Publically Funded Programmes:	Mention other programmes working in the same area or providing same types of services/products here. Explain how that overlaps or does not overlap with MDF's work as well as their estimated budgets if known.							
Number and Types of Innovation:	Enter the Number of Innovations in the Sector Here List the new services or products that are introduced in this sector							
Environmental & Social relevance	Explain here what kind of environmental and/or social benefits have occurred in the sector.							
Number of partnerships:	Number of private and public sector partners worked with or working with							
Partner Investment:	Total amount spent by MDF in the market (link to Sector impacts)							
MDF Investment	Total amount invested by MDF in the intervention Directly (link to sector impacts page)							
Cost of implementation:	Total cost to programme of working in this sector (staff cost, M&E cost etc) - Number will come from finance once complete							
Sector Team:	Name of sector team members							
Last Update:	Date when Sector guide was last updated							
Next Update:	Date when Sector guide will be updated next (generally 6 months from previous date)							
Checked and approved								
By:	Country Representative and then RM and Communications Manager							

Sector Background:

This section should give a brief explaining relevance of the sector (contribution to GDP, number of people employed/enterprises involved) and its relevance for MDF. Then it should go on to state what is holding the sector back and the major constraints which are being worked on and thus explains why MDF is working in the sector. Finally it should explain what is needed for sector's performance to improve (this should be generic, MDF may not be able to work on all areas needed but it should mention them).

Sector Strategy:

One or two sentences describing what MDF is expecting to achieve in this sector and how it aims to do that.

Intervention Areas

List each intervention areas being worked on by MDF here

Interventions

Give the title and code of each intervention that will be targeting this area

There may be overlaps i.e. an intervention may target more than 1 area. Where this happens mention the title of the intervention in the first instance and for subsequent cases insert only code of intervention beside relevant area.

Poor or underprivileged:

For all sectors it will be necessary to outline who the poor or underprivileged are in the sector, why they are considered as such. Poverty may be defined in terms of income, lack of access to opportunities, lack of access to goods and services etc, the definitions that apply to for the beneficiaries of this sector will need to be outlined.

The population described here will need to be consistent with the population that are described as target beneficiaries in the intervention IGs for this sector

ESRB:

Outline here the social and environmental issues that plague the sector or that may pose as a potential threat to the sector. Then go on to outline how interventions undertaken have an impact on ESRB issues within the sector.

Gender

This section should outline how females are involved in this sector, what kind of jobs or functions do they perform. Based on that an indication should be made of how interventions aim to improve on the position of females in the sector either through empowerment, more opportunities, more income etc. This should be mainly qualitative.

Poverty Level
Sector Level
Support Market
Intervention Areas
Intervention

See Manual Part 2

Lists of Supporting Researches and Assumption that Underlining Logic of the Result Chain

Key Logic of Result Chain	Supporting Researches or Assumption	Source of Information
1		
2		
3		
....		

A. Projection

Period of Projection	From:	To:	Update:	
Key Quantitative Indicator	Projected Number	Support Calculation	Support Researches or Assumptions	Source of Information

B. Support Calculation for the Actual Measurement

Semi-annual reviews:

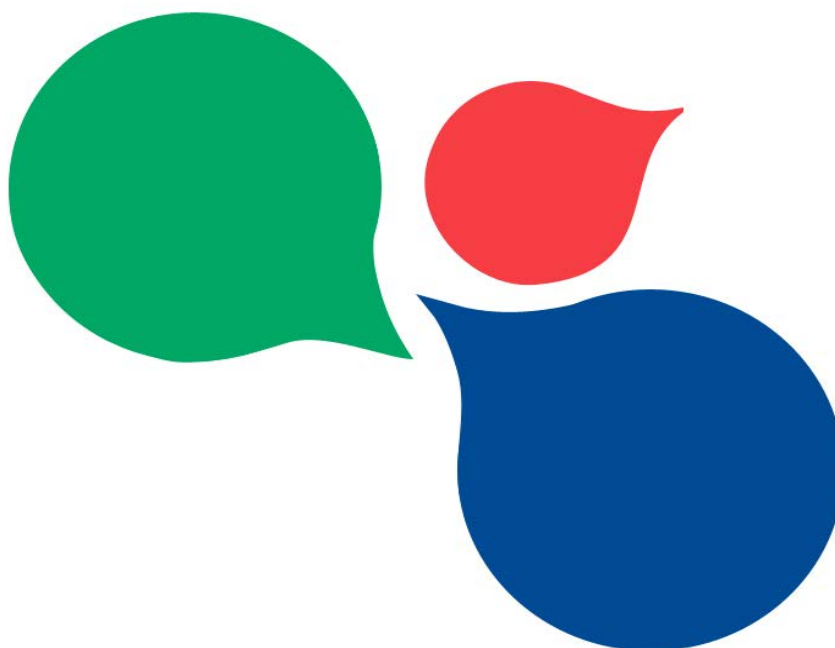
In order to keep track of any changes made to the sector strategies and to keep track of decisions taken during 6-monthly reviews the decisions are recorded in this page of the sector guide.

The page will also store information on why certain decisions were taken, particularly where such decisions indicate a deviation from the initial plan.

It will keep track of whether the interventions have addressed the constraint/opportunity in the intervention area or if any follow up interventions will be necessary. It will also keep track of any new intervention ideas, new potential partners etc that the team finds whilst working in a sector.

If the semi-annual discussions on strategy dictate the need to change any intervention or IG those will be mentioned here and the IG will be updated accordingly, the log book page of the IG will keep a record of the change made.

Annex 5



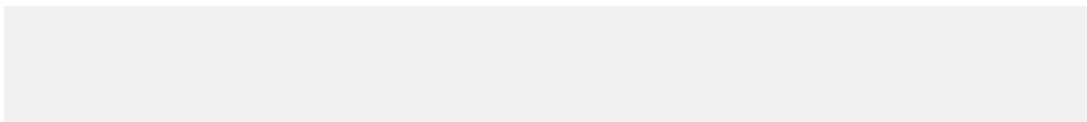
Country Fund for Investment, Business Innovation and Regulatory Reform Partnership Agreement

Between

Market Development Facility

and

Intended Partner



Partnership Agreement

Nature of this Agreement

This Agreement sets out the terms and conditions under which the Market Development Facility (herein referred to as MDF) will work together with the Partner to achieve planned Partnership goals and objectives.

Our Agreement intends to strike a balance between MDF and yourself without imposing unduly harsh or onerous obligations. That said, there are a number of conditions that we are required to pass through or transfer to Partners engaged under a Partnership Agreement. These will be detailed in the Agreement.

Agreement Details

Item No.	Description
1. Agreement Code	[Agreement Code]
2. Partner	Intended Partner
3. Specified Partner Contact	
4. Partner Contact Details	
5. Location	
6. Start Date	
7. End Date	
8. Maximum Intervention Cost (AU\$)	
9. MDF Team Leader	Dr Harald Bekkers
10. MDF Country Representative	

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Standard Terms and Conditions

1. The Parties

- 1.1. This Partnership Agreement sets out the terms and conditions under which the Market Development Facility will work with Intended Partner to achieve the goals and objectives stated in this Agreement. For the purposes of this Agreement, the Market Development Facility will be referred to as “MDF” or “we” or “our” or “us” and Intended Partner as “Partner” or “you” or “yours” or “they”.

2. The Agreement

- 2.1. This Agreement consists of:
 The Standard Terms and Conditions on which the Partnership will operate; and,
 Schedule 1: Terms of Reference,
 Schedule 2: Intervention Budget; and
 Schedule 3: Deliverables and Payment.
- 2.2. This Agreement shall come into immediate effect upon signing by all parties concerned and shall remain in force for the period as agreed upon in Table 2.
- 2.3. Any modification and amendment to the Agreement shall be made in writing with the consent of both parties.
- 2.4. Beside the payment(s) and deliverable(s) stipulated in this Agreement, MDF has no other legal and financial obligations to you.

3. Performance and Monitoring

- 3.1. You are responsible for the quality and effectiveness of all activities under the Agreement, unless otherwise stated in the Table 2.
- 3.2. You will provide sufficient and appropriate resources required to assure the quality and effectiveness of all activities under the Agreement.
- 3.3. You will liaise with, and obtain all necessary consents, approvals and authorisations from any public and other authorities necessary to ensure the quality and effectiveness of all activities under the Agreement.
- 3.4. **Innovation and learning are key features of, and essential justifications for, this Partnership. This means that proper monitoring and exchange of information are deemed essential for its success.** You will undertake sufficient monitoring of activities to ensure the quality and effectiveness of all activities under the Agreement. MDF will also independently assess the quality and effectiveness of activities. Where deemed necessary by MDF, you will provide MDF with the information required to assess the quality and effectiveness of activities under the Agreement. MDF will also share information with you that we or you find beneficial for the quality and effectiveness of activities. The information included in Table 2 stipulates which information both parties agree to exchange.

- 3.5. You must inform us as soon as is practically possible if you encounter or foresee any actual or potential difficulties or significant risks in carrying out the activities under the Agreement, and provide details of your proposal to deal with these difficulties.
- 3.6. You agree to receive representatives and other visitors from MDF and the Australian Government, from time to time, to demonstrate the progress of the Partnership's activities.

4. Payment Terms and Procurement

- 4.1. Both Partners will pay in accordance with the Deliverable and Payment Schedule in Table 2.
- 4.2. Payments will only be made in accordance with Table 2. No additional payments will be made without prior formal agreement and an Agreement variation.
- 4.3. All activities and deliverables must meet a satisfactory standard, and be accepted by MDF, before payment will be triggered.
- 4.4. Payment of MDF contributions is subject to all procurement associated with activities for which MDF is contributing funds being undertaken and documented consistent with the following:

Where goods and services are available in the local market from reputed local suppliers, who provide such goods/services as a part of their normal business, then for amounts **less than AU\$100 (insert local currency amount)**, no written quotations need to be obtained.

Where goods and services are available in the local market from reputed local suppliers, who provide such goods/services as a part of their normal business, then for amount **from AU\$100 up to an amount of AU\$99,999 (insert local currency amount)**, three written quotations need to be obtained and a procurement justification needs to be filled out and signed.

The award shall be made to the supplier offering the lowest evaluated quotation for the goods and who has the experience to supply the right item, to the right place at the right time.

For amounts over **AU\$99,999 (insert local currency amount)**, MDF will provide advice on tendering.

- 4.5. In exceptional cases, where these procurement criteria cannot be met, you must inform us prior to the expenditure and an agreement on how to address this issue must be reached before expenditure can take place.
- 4.6. To receive payments, you must provide an Invoice setting out the price of each category of supply and attach the required supporting documentation.
- 4.7. Both parties agree to pay within 15 working days of receipt of invoice. MDF payments will be subject to the satisfactory provision of all deliverable/s and payment trigger/s associated with the payment as described in Table 2.
- 4.8. You must, under all circumstances, provide original receipts/invoices as outlined in Table 2. Failure to do so will result in non-payment. In exceptional cases, where original receipts/invoices cannot be produced, you must inform us prior to the expenditure and an agreement on how to address this issue must be reached before expenditure can take place.
- 4.9. MDF directly, or through their authorised representatives (including independent accounting firms engaged for the purpose), may at any time and for any reason request an audit or other financial review of the Partner's books and records that are directly relevant to this Partnership Agreement and the Partner agrees to cooperate fully therewith.

- 4.10. MDF reserves the right to issue appropriate management decisions on audit findings relating to the Partnership Agreement, which may include withholding all or part of any payment otherwise due to the Partner when deemed, in MDF's discretion, necessary to protect the interests of MDF, Cardno and/or the Australian Government.

5. Liaising, Reporting and Use of Names

- 5.1. You will liaise with and report to the MDF Team Leader as detailed in this Agreement.
- 5.2. The Partner is not authorised to contact the Australian Government Department of Foreign Affairs and Trade (DFAT) directly on any matter related to this Agreement.
- 5.3. You will submit reports and other deliverables in accordance with Table 2.
- 5.4. Unless noted otherwise, all communication between you and us (including reports, general correspondence, or other materials) must be in English.
- 5.5. You shall not use the names of DFAT or MDF, or their logos, aid identifier symbols or marks, in any promotional literature or information without prior written approval from MDF.

6. Confidentiality, Conflict of Interest and Disclosure

- 6.1. Any information or data entrusted to you or MDF in connection with this Agreement shall be strictly confidential and cannot be used for any other purpose, except with written consent from MDF and you. This provision shall remain valid even after completion of the Agreement. Information detailed in the Detailed Intervention Plan and in Table 2 (where marked as 'disclosable') may be shared with DFAT for reporting purposes and a summary used by MDF and/or DFAT for communication purposes.
- 6.2. You hereby confirm that no conflict of interest exists, for you or any of your personnel, in the implementation of any of the activities under this Agreement.
- 6.3. You will inform us as soon as is practically possible when you detect a conflict of interest. This entitles MDF to withdraw from this Agreement immediately, without further compensation.
- 6.4. You hereby confirm that your authorised representative has the authority to accept this agreement on your behalf and to bind you to its terms and conditions. MDF reserves the right to seek written confirmation of this authority.
- 6.5. You hereby confirm that you have disclosed all information relevant for the quality and effectiveness of all the activities under the Agreement and that all other parties having a stake in, or investing in, the activities under the Agreement have been disclosed to MDF, including the value of all other investments. Evidence of non-disclosure of such information entitles MDF to withdraw from this Agreement immediately, without further compensation.

7. Subcontracting

- 7.1. You must not assign the benefit and obligations nor subcontract the Services under this Agreement without our prior written consent. Any such consent may be given subject to whatever conditions we consider appropriate.
- 7.2. You agree that, at all times, you shall remain fully responsible for the performance of your obligations and that of your personnel under this Agreement.

- 7.3. If approved, when subcontracting work under this Agreement, you shall ensure that all relevant obligations under this Agreement are passed onto the subcontractor. Notwithstanding this requirement, you agree that you remain at all times liable for the performance or non-performance of a subcontractor engaged by you.

8. Withdrawal/Termination and Conflict Resolution

- 8.1. MDF will accept termination of the Agreement by you subject to submission of two weeks written notice. In case of termination, MDF will not be liable for any expenses incurred by you following the date of termination.
- 8.2. MDF reserves the right to terminate this contract with two weeks' notice. In case of termination by MDF, only the costs incurred until the date of termination will be borne by MDF.
- 8.3. In the event of non-compliance or breach by any one of the parties of the obligations binding upon it, the other party may terminate the Agreement with immediate effect. The Agreement may be revoked or repudiated at any time.
- 8.4. Any dispute, controversy or claim arising out of, or in relation to, this Agreement, or the breach, termination or invalidity thereof, shall be settled amicably by negotiation between both Partners.

9. Insurance

- 9.1. It is your responsibility to insure yourself, and all your personnel, against any casualties. MDF will not bear any responsibility and costs of sickness and accidents or any other liability.

10. Fraud

10.1. MDF has a zero tolerance policy on fraudulent activities.

- 10.2. You, your personnel or subcontractors shall not make, nor receive, nor seek to receive or offer any gift or payment, consideration or benefit of any kind, which could be construed as an illegal or corrupt practice, either directly or indirectly to any party, as an inducement or reward in relation to any activity referable to the Agreement (Fraudulent Activity).
- 10.3. You are responsible and accountable to us for preventing and reporting any Fraudulent Activity or suspected Fraudulent Activity as part of your routine responsibilities.
- 10.4. This is a fundamental term of the Agreement, and breach of this shall:
- a) Entitle MDF to take any action to the maximum extent permitted by law to prevent any Fraudulent Activity (if capable of prevention) by you and recover all and any damages from you, and
 - b) Entitle MDF to terminate this Agreement immediately without notice and make no compensation to you for such termination.

Acceptance

Accepted by MDF's authorised representative:

Accepted by your authorised representative, who warrants that he or she has authority to bind you.

Signature	Signature
Print Name and Designation	Print Name and Designation
Date: / /	Date: / /

Schedule 1: Terms of Reference

1. Introduction of Partners

The Market Development Facility (MDF) is funded by the Australian Government with the goal to create economic growth—and hence employment and income earning opportunities for the poor and underprivileged—by making selected sectors of the economy more competitive and stimulating business innovation. The Facility is implemented by Cardno Emerging Markets and started operations in Country in **July 2011/November 2012 (amend as necessary)**. The Facility will initially focus on tourism and supporting services and horticulture/agro-export **(for Fiji) and XXX (for Timor Leste) (amend as necessary)**.

To achieve this goal, the Facility will follow the market systems approach to development. This entails that the Facility will enter into a wide variety of partnerships with strategic players in the private and public sector to enable them to undertake innovative activities, develop products and services, provide information, develop guidelines, regulations, or whatever is relevant yet currently absent for increasing competitiveness and growth. Partnerships will be based on the principles of sharing costs and responsibilities, with the clear understanding that Facility support will be short-lived and limited and that, from the start, it must be clear how the Partner will continue the activities after Facility support has come to an end.

In this section, introduce the Partner:

- **Basic introduction to the company and their activities.**
- **Aims and objectives of the business. Explain where the Partner is in terms of their business or plans, and what they intend to do next. Normally you will describe a plan here that is relevant for a Sector Strategy (this is the bridge to “Rationale for the Partnership”) and a plan that the partner struggles to execute on their own (this is a bridge to “Objectives” and “Detailed Intervention Plan”).**

NB: If you have filled in the partnership application form correctly, you will find all the information there you need for this section.

2. Rationale for the Partnership

In this section, describe how this intervention is relevant for one the intervention areas (constraint/growth areas) defined as part of a particular Sector Growth Strategy. Thus describe the strategy, describe the constraint/growth area and describe how this intervention will be relevant for addressing the constraint or growth opportunity identified].

The first sentence of the Rationale should highlight clearly (in bold) which constraint/growth area this Partnership addresses.

NB: If you have filled in the partnership application form correctly, you will find there all the information you need for this section. This section should be no more than ½ page.

3. Objective of the Intervention

In this section, describe the concrete objective/s of the intervention in simple, concrete bullet points.

NB: Typically each bullet point will correspond with a step in the “Detailed Intervention Plan” below, and the change step’s title and the text after the corresponding bullet point are the same (or nearly the same).

4. Detailed Intervention Plan[Title of Plan]

Essentially, this is the complete road map for the intervention and everything that needs to happen to make the intervention work.

Describe in detail the different steps/activities of the Intervention Plan:

- Outline each step of the activities and what each step entails.
- Who is responsible for which steps/activities?
- What are the anticipated outcomes from each step (i.e., what do we want to see, at the end of a change step, in a partner having a certain capacity to now invest in, etc., and what should happen next?). Also give an indicative timeline: when is it anticipated that the steps/activities will start and when will they be completed? A Gantt chart, or similar, may be inserted into this section if relevant.

NB: This is an **Agreement**. This means that everything that needs to be happen should be specified in the Agreement in such a manner that there is no room for confusion between the Partner and MDF on what needs to be done, how it needs to be done, in which order, and by whom. The purpose of an Agreement is to put the Plan so concretely on paper that misunderstandings, unclarity and/or gaps are ruled out. Thus, write the text in such a way that there are no ambiguity anywhere. You have write with the assumption that if something is not specified in the Agreement, the Partner is under no obligation to do it and therefore it might not happen. Thus, be concrete and comprehensive!

NB: Do not include payment information in this section.

Schedule 2: Intervention Budget

Table 1: Indicative Budget for Intervention

Activity	MDF Contribution	Partner Contribution	Total \$
	\$ (% of total contribution for activity)		
Activity/Change Step 1 – Name	0	0	\$0
Activity/Change Step 2 – Name	0	0	\$0
Etc	Etc	Etc	Etc
TOTAL CONTRIBUTION	0	0	\$0.00
ADDITIONAL INVESTMENTS MADE PRIOR TO THE PARTNERSHIP			
Activity/Change Step 1 - Name	N/A	\$(% of total contribution)	In \$
ADDITIONAL INVESTMENTS MADE BY THIRD PARTIES			
Details of third party (i.e. other development partners, government etc.) and funding provided to the partner.	N/A	\$	In \$

Schedule 3: Deliverables and Payment

Table 2: Deliverables and Payments Schedule

DURATION*		
Start Date: <i>Insert start date</i>		End Date: <i>Insert end date</i>
SECTION ONE: DELIVERABLES IN RELATION TO DETAILED INTERVENTION PLAN		
Deliverables	Submitted by	Payment Details (<i>Insert currency</i>)
Activity/Change Step 1 as per Detailed Intervention Plan: [Title of Plan]		
<i>Insert all deliverables due including tentative due dates between brackets. NB: Mark each deliverable as confidential OR disclosable (as per below key).</i>	<i>Fill in here who is responsible for this deliverable: Partner, MDF or, occasionally, Partner + MDF</i>	<i>Insert all payments due in relation to this activity. Include payment triggers between brackets for each payment to be made. (Eg: Payment of the full amount will be made directly by MDF to the Consultant upon presentation of an invoice and a copy of the final report).</i>
Deliverable 2 (Tentative due date)	Partner, MDF or Partner+MDF	Payment (Payment trigger)
Etc.	Etc.	Etc.
Activity/Change Step 2 as per Detailed Intervention Plan: [Title of Plan]		
Deliverable (Tentative due date)	Partner, MDF or P+MDF	Payment (Payment trigger)
Etc	Etc	Etc
SECTION TWO: DELIVERABLES FOR MONITORING AND INFORMATION EXCHANGE		
Deliverables	Submitted by	Frequency and Period
Results from Activity/Change Step 1 as per Detailed Intervention Plan: [Title of Plan]		
<i>Insert all deliverables due. NB: Mark each deliverable as confidential OR disclosable (as per below key).</i>	<i>Fill in here who is responsible for this deliverable: Partner, MDF or, occasionally, Partner + MDF</i>	<i>Insert tentative due dates, frequency and monitoring period</i>
Etc		
SECTION THREE: PARTNERSHIP SPECIFIC CONDITIONS		
<i>Insert any conditions, in addition to the Standard Terms and Conditions, specific to this Partnership. If none, delete.</i>		

C = Confidential information. Not to be shared with any stakeholder external to this Agreement between MDF and the Partner
D = Disclosable information

Sample Invoice

[Example] Invoice – available electronically upon request

Date:

From:

**To: Market Development
Facility
Address**

Partner:

Email:

Address:

Our Ref: [Agreement Code]

Period of Claim From: [Insert Start Date] to: [Insert Finish Date]

Note: Claim period should be based on Calendar Month.

Payment No.	[ie 1, 2, 3]		
Approved Expense	Description	Total	
	<i>(please indicate clearly whether the expense is inclusive or exclusive of tax)</i>		
Subtotal A			
Deductions (from Payment No 1)			
Advances if any:			
Other – please specify			
Subtotal B			
TOTAL equals Subtotal A -B			

PAYMENT WILL BE MADE INTO YOUR NOMINATED BANK ACCOUNT:		
BANK	ADDRESS	BSB NO
ACCOUNT NUMBER:	ACCOUNT NAME:	CONTRACTOR SIGNATURE:
		DATE:

Enclosed (*please circle*):

Timesheet

YES / NO

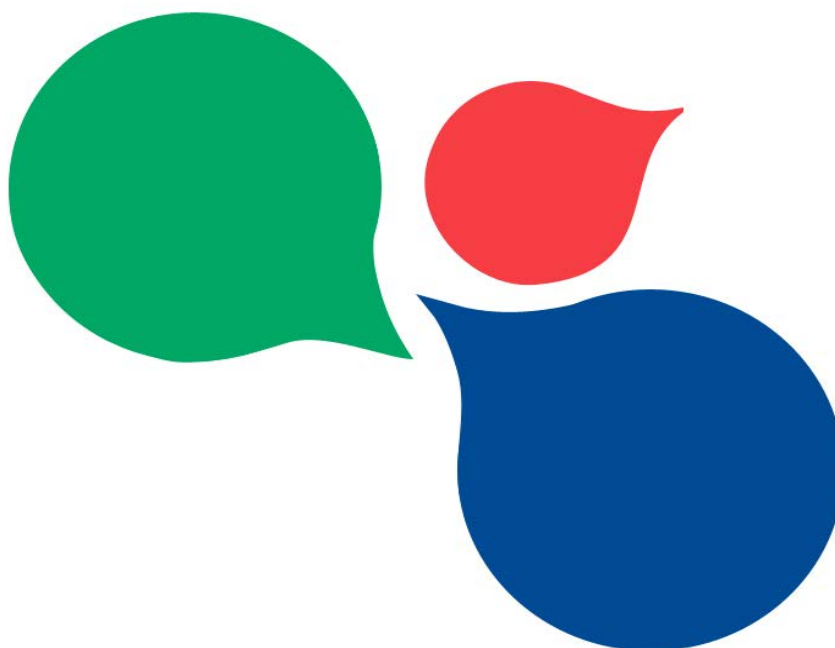
Reports: Disk & Hard Copy

YES / NO

Receipts / Supporting
Documents

YES / NO

Annex 6



Sector:	Name of the Sector (Tourism/Horticulture)							
Intervention Title:	This should explain what the intervention is aiming to achieve, how, who will be implementing the change. E.g. Improving farmer's cultivation practices to increase supply of good quality fruits and vegetables to hotels and resorts by providing more information through wholesalers							
Intervention Code	Intervention Code given by Finance							
Dates								
Activity start date	Month / Year when partnership agreement signed							
Activity end date	Month / Year when intervention activities end							
Monitoring end date	End of monitoring period, 2 business cycles after the trigger, up to a maximum of 3 years from intervention start date.							
Business Cycle	Enter what is the business cycle (6 months; 12 months) which is used to determine the monitoring end date, and Why.							
Name of partner(s)	Partner Name							
Summary Impact (Cumulative)	The numbers here should be reflected in the RC.							
	Impact Till Date (month/year)				Impact at end of monitoring period			
	Direct		Indirect		Direct		Indirect	
	Male	Female	Male	Female	Male	Female	Male	Female
Projected								
Outreach								
Outreach from Employment								
Income								
Job								
Measured								
Outreach from Employment								
Outreach								
Income								
Job								
Total								
Outreach								
Outreach from Employment								
Income								
Job								
Partner Investment:	Insert total investment from Partner according to Agreement.							
Value of Additional Market Transactions:	what is current value?							
Innovation:	List the NUMBER and DESCRIPTION of innovations (new services, products, or ways of doing business) that are introduced by this intervention							
Environmental Impacts	Explain here the outcome/status of the environmental checklist, including: 1. Brief description of any negative impacts that are anticipated. 2. Whether an EIA/EMP has been/will be completed to mitigate these and the location of reports. 3. Description of any positive impacts that are anticipated as provided in the checklist.							
Poverty Relevance	Explain here what kind of poverty reduction benefits this intervention will have.							
Gender Check	1. Does the intervention have have negative impacts on the existing role of women in the household/village? Y/N: explanation 2. Does the intervention provide direct benefits for women, or increase their economic role? Y/N: explanation							
Disability Check	1. Does the intervention provide income and employment opportunities, or increase the economic role of those with disability? Y/N: explanation							
Last update								
Next update								
Intervention Manager:	The name of the person responsible for the intervention and updating the IG							
MDF's Cost sharing value:	This should be MDF's portion of the cost sharing.							
Other relevant interventions	If there are other interventions that are working towards the same strategic aim then the codes of those interventions should be mentioned here.							

Sector Background:	<p>This section should give a brief explaining relevance of the sector (contribution to GDP, number of people employed/enterprises involved). Then it should go on to state what is holding the sector back which explains why MDF is working in the sector. Finally it should explain what is needed for sector's performance to improve (this should be generic, MDF may not be able to work on all areas needed but these should be mentioned).</p>														
Intervention Areas:	<p>List the major constraints in the sector that MDF is focusing on. The one being addressed by this intervention should be typed in bold.</p> <table border="1"> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> <tr><td>5</td><td></td></tr> <tr><td>6</td><td></td></tr> <tr><td>...</td><td></td></tr> </table>	1		2		3		4		5		6		...	
1															
2															
3															
4															
5															
6															
...															
Intervention Story:	<p>This part should give an introduction to the intervention, what is it about, why it is important and how will it be done. It explains:</p> <ul style="list-style-type: none"> - how this intervention is addressing the constraint. - What is the mechanism adapted for addressing the constraint in detail (e.g. X provides so and so service/product to Y as a result of which Y increases production. Y buys more service from X which increases X's income). - Who are the partners selected for this intervention and why they are relevant or good partners and what will they be doing. - What kind of support is MDF providing for pushing this intervention through, this should be slightly specific e.g. help develop training material, provide support in setting up a model etc. - What will be the result of this intervention at the sector level and what will be the systemic change in the sector. 														
Business Model:	<p>Include diagram below of the business model of the promoted innovative solution which demonstrates Who does what? Who Pays? How it will be sustainable?</p>														

Target beneficiaries:

Explain here who are the target beneficiaries of this intervention, providing details on gender, ethnicity and geographic distribution. i.e. enterprises or people who will be affected and where impact will be measured.

Universal Impact Indicators:

The universal impact indicators (outreach, income and jobs) should generally be measured for all interventions. However, if any one of them cannot be achieved through this intervention then it should be explained here.

Displacement:

If the intervention has the potential to create displacement then that should be explained here, i.e. how displacement will happen, who will be displaced etc. Also a method should be given on how the degree of displacement will be measured or estimated. This can be qualitative or quantitative depending on situation.

Consider displacement at two levels: (1) Service Provider; (2) Beneficiary

Contribution of Other Publically Funded Programmes:

List other programmes or government organisations that are working in the same area or providing support directly to the partner here.

Organisation/Programme	Activity - with who and what they are involved	Estimated Budget (if known)

Systemic Change:

Explain what how systemic change (Crowding In and/or Copying) will be achieved in the intervention. If not, then explain why not. Also give a brief of how any such changes will be or has been seen, every 6 months until the end of the intervention monitoring period.

Gender Disaggregation Strategy

Type of Outreach Beneficiaries		enter description (farm households, handicraft producers, etc)
Male	Female	
%	%	
Explanation and supporting documentation		
enter		
Employment Beneficiaries		enter (farm labour, factory, etc)
Male	Female	
%	%	
Explanation and supporting documentation		
enter		

Intervention Title:		#VALUE!	A=Actual P=Projected Gray Shade
See Manual Part 2 for Guide			
Sector Level			
Support Market Outcome			
Support Market Output			
Activities			

Lists of Supporting Research and Assumptions that Underlie the Logic of the Result Chain.

Activities and output

Indicate how much of the intervention activities have been completed, and what are the next steps. Keep also a record of how modifications are made to agreements amongst partners, or adjustments made for changes in the market situations or behavior of partner or beneficiaries.

This section should be filled in and updated every 6 months and should be finalized once all activities have been completed.

Assessments:

Include here a summary of the assessments conducted to date. This should include when it took place and what it covered with a brief summary of key results. This section should also list qualitative information explaining the impact of the intervention giving an account of changes in behavior, reasons behind those changes and also how and why those changes differed from what was initially expected.

This should be filled in after a first impact assessment of the intervention has been done, which will ideally be at the end of the first business cycle after the activities.

Learning:

This should capture what the team has learned of the partners and of the market from their intervention and provide an insight for other interventions on what to do, not do or what to look out for.

A. Projection
This separate page is kept for detailing indicators and the supportive calculations done to reach those indicators. The indicators are listed in the box at the top while supporting calculations are provided below. The source of the information should be included (name of report, and date).
This page will also have the assumptions used in making calculations of impact. Assumptions should be clearly mentioned and stated to be assumptions, some of these assumptions will need to be validated later for accuracy and to improve the accuracy of projections. Projections and assumptions will be updated as new information comes in from additional research.

Period of Projection		From: 2012	To: 2015	Updated on:	
Box Number	Indicator	Projection	Support Calculation	Supporting Research or Assumptions	Source of Information

B. Support Calculations

Measurement and Attribution strategy	Explain here the summary of how measurement will be done for this intervention to estimate impact and show attribution.
---	---

What Other factors could affect the key beneficiary behaviour change? (Outcome level)	Explain here what other outside factors, if any, (not related to the intervention) that could have an impact on key behaviour change (within outcome level boxes).
What other factors could affect key beneficiary performance (Sector and poverty level)?	Explain here what other outside factors (not related to the intervention) that could have an impact on sector and poverty level boxes (increased yields, sales, incomes)
Attribution Methodology (how will you establish the counterfactual?)	Describe which methods will be used and who will make up comparison group if using control comparison group. (Refer to manual)
Why?	Explain Why these methods were chosen.

Key Measurement Tools for Each Actor	Primary	For Triangulation
Actor a		
Actor b		
Actor c		

When to collect the baseline for Each Actor:	
Actor a	enter at what point in time will it be collected
Actor b	enter at what point in time will it be collected
Actor c	enter at what point in time will it be collected

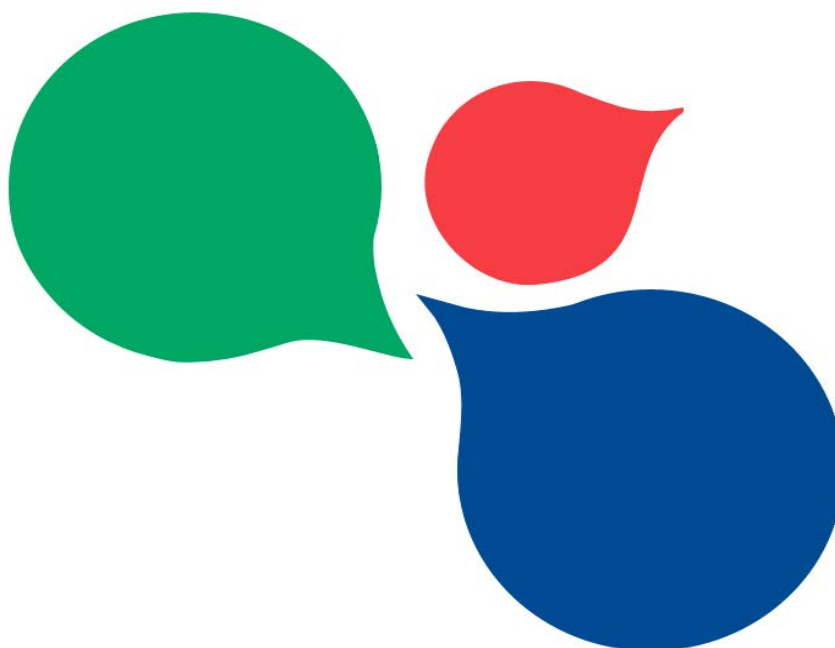
How and when will you identify and assess Systemic Change?	How and When	Assessment
Crowding-In (Other service Providers)	Explain here: (1) how and (2)when you will identify other service providers.	Describe how you will assess that crowding in is taking place.
Copying (Other beneficiaries)	Explain here: (1) how and (2)when you will identify copying beneficiaries.	Describe how you will assess the indirect impacts on beneficiaries.

Supporting comments: additional comments as necessary.
--

Level	Box no.	Box Title	Question(s)	Indicator(s)	Definitions and Calculation	How	Who	When	Baseline Value	Supporting documents and their Location	Actual Measured Value	Supporting documents and their Location
	List the Box Number	List the Box Title, according to the Results Chain.	List down the main questions that you will ask to understand if the changes have occurred according to each box.	List the key indicators that will be measured to see if changes are taking place in each box, and if this is likely to lead to change in next box. Include Quantitative, Qualitative and Sustainability indicators.	Further explain the definition of the indicators and/or how it will be calculated.	The method/tool to be used for measurements	The responsible persons and/or organizations	Time of the assessment(s) (month/year)	State the baseline value of the indicator to be measured	List of key documents such as reports, meeting minutes from where the baseline was collected or calculated. List the exact location of each of these documents (either linked or a written description).	State the actual value of the indicator after it has been measured	List of key documents such as reports, meeting minute, etc. that show the actual impact measured, and all supporting information. List the exact location of each of these documents (either linked or a written description).
Poverty Level												
Sector Level												
Support Market Outcome												
Support Market Output												
Activities												

[illegible]

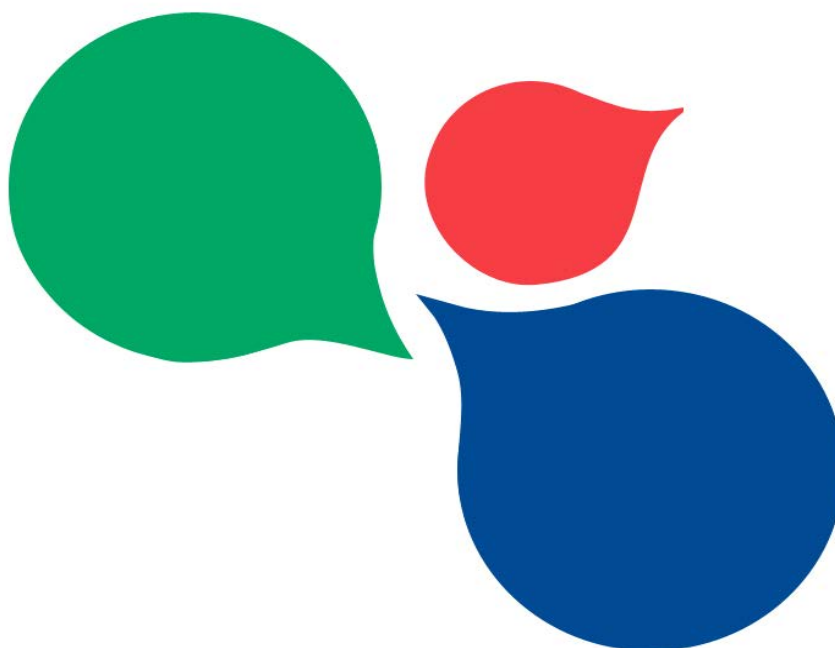
Annex 7



Annex 7: Outline of Semester Report

- I. MDF in Summary
- II. Fiji Islands
- III. Timor-Leste
- IV. Pakistan
- V. Financial Reporting: Half yearly expenditure

Annex 8

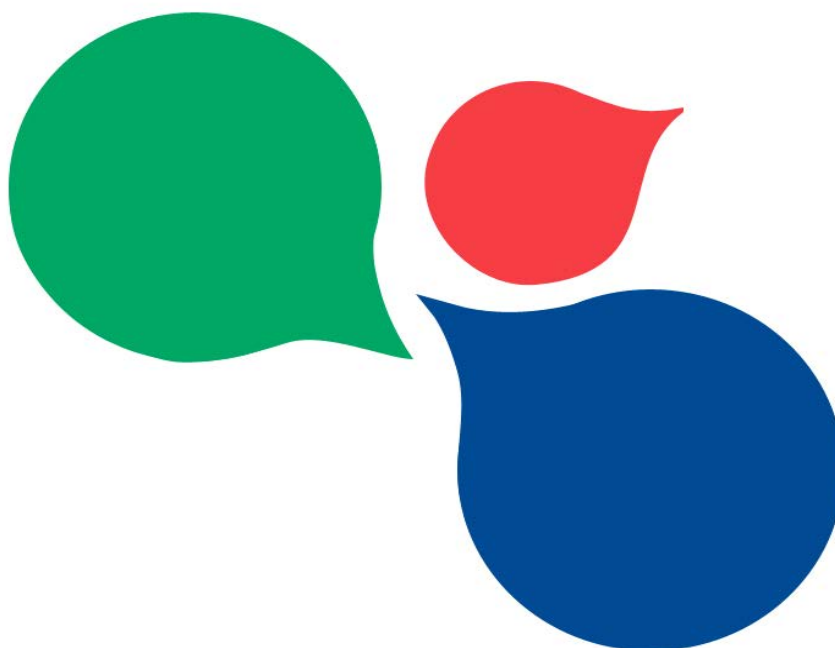


Annex 8: Outline for Annual Strategic Plan

While the exact contents and structure may vary slightly from year to year – each annual strategic plan will contain the following information:

- I. Introduction: A brief overview of the year and progress to date**
- II. Fiji Islands**
 - a. Horticulture and Agro-export
 - b. Tourism and Related Support Industries and Services
 - c. The Third Sector
 - d. Results Measurement
 - e. Cross-cutting Themes
 - f. Communications
 - g. Development Partners
 - h. Short Term Specialists
 - i. Fiji Country Implementation Team
- III. Timor Leste**
 - a. Agribusiness, Processing and Rural Distribution
 - b. Greenfield Projects
 - c. Results Measurement
 - d. Cross-cutting Themes
 - e. Communications
 - f. Development Partners
 - g. Short Term Specialists
 - h. Timor Leste Country Implementation Team
- IV. Pakistan**
 - a. Sectors
 - b. Results Measurement
 - c. Cross-cutting Themes
 - d. Communications
 - e. Development Partners
 - f. Short-Term Specialists
 - g. Country Implementation Team
- V. Budget: MDF Budget and Summary**
- VI. Annexes as required**

Annex 9



Annex 9 – Outline of Annual Aggregation of Results Report

- I. Overview of MDF's Annual Aggregation of Results**
 - a. **Understanding MDF's Results**
 - b. Summary of Report Sections
- II. Section 1: MDF Results Measurement and Headline Indicators**
 - a. MDF's Results Measurement System
 - b. MDF Headline Indicators
 - c. Australian Aid Indicators
 - d. Projected and Actual Results
 - i. Projected Results
 - ii. Actual Results
 - iii. Systemic Change and Indirect Impacts
- III. Section 2: MDF's Facility-Level Results and Projections**
- IV. Section 3: Country Results and Projections**
 - a. Fiji Islands
 - i. Progress to date
 - ii. Country Results and Projections
 - iii. Other Private and Public Sector Contributions
 - iv. Lessons Learned
 - v. Success Stories
 - b. Timor-Leste
 - i. Progress to date
 - ii. Country Projections and Results
 - iii. Other Private and Public Sector Contributions
 - iv. Lessons Learned
 - v. Success Stories
 - c. Pakistan (as and when appropriate)
 - i. Progress to date
 - ii. Country Projections and Results
 - iii. Other Private and Public Sector Contributions
 - iv. Lessons Learned
 - v. Success Stories
- V. Section 4: Communication, Networking and Presence**

Standard Annexes included are below, however Annexes will be added or updated as appropriate.

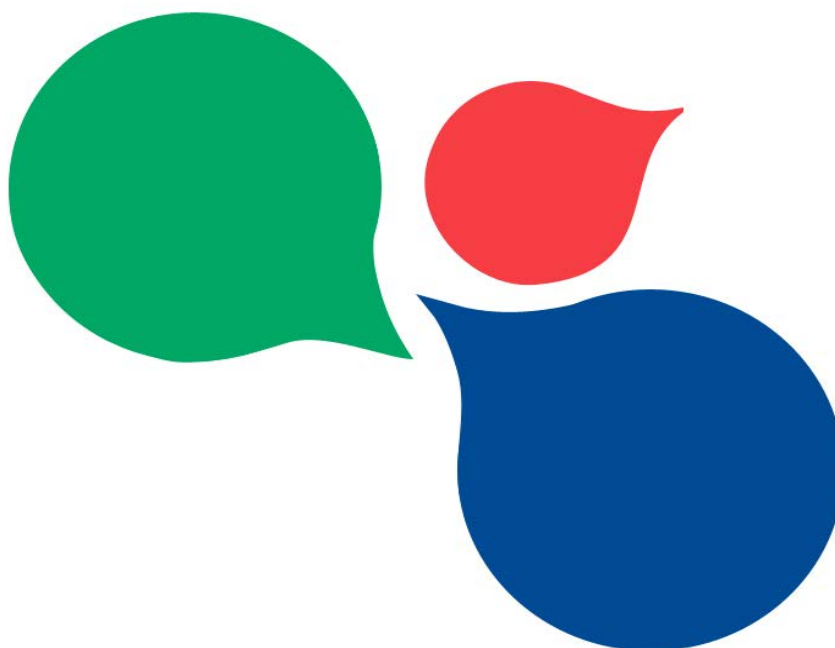
Annex 1: QAI Reporting Criteria

Annex 2: MDF's Impact Logic, Hierarchy of Objectives and Menu of Indicators

Annex 3: MDF Results Estimations for Four Countries

Annex 4: Intervention Detail Sheets

Annex 10



Annex 10: Guidelines for Mini-Case Study/Success Story

1. If the Intervention is complete:

Heading/subheading: Statement of focus of case: i.e. reaching the poor, gender, environment, empowerment, etc.

Background summary of problem (constraint) being addressed by the intervention. This should answer the questions: what is the overall problem and what is the constraint being addressed?

Summary of why the constraint(s) were not being addressed currently by the market

Description of the intervention and how it was expected to address that constraint (including information on why the selected partner was best placed;

Personal stories and/or anecdotes which clearly demonstrate the impact following the logic of the results chain

Overall outcome of intervention (i.e. poverty reduction) and how it contributes to MDF's overall goals

Include: pictures; diagram summarising the intervention logic; 'attention grabbing' text box.

2. If the Intervention is not complete

Background summary of problem (constraint) being addressed by the intervention: This Should answer the questions: What is the overall problem and? What is the constraint being addressed? Summary of why the constraint(s) were not being addressed currently by the market.

Description of the intervention and how it is expected to address that constraint

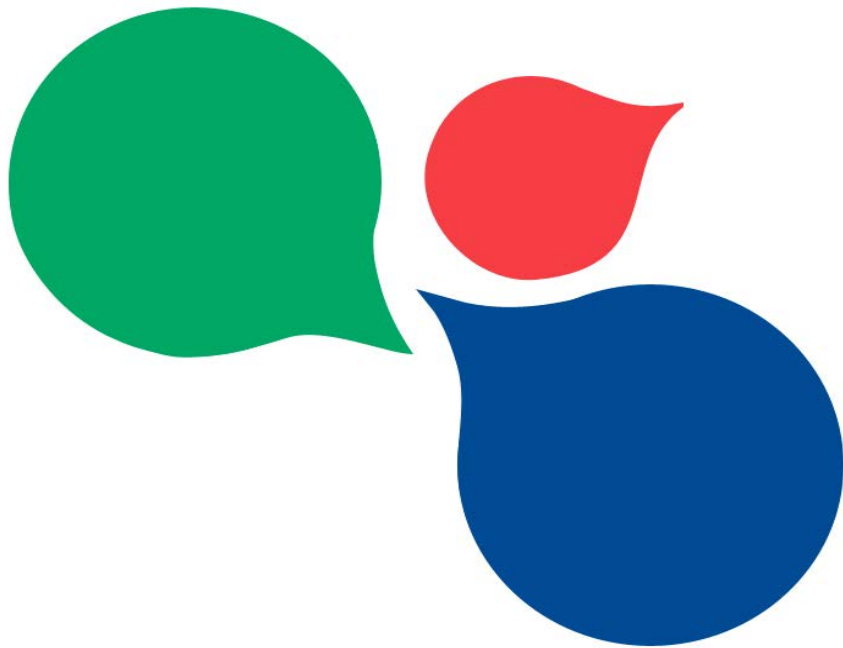
Personal stories and/or anecdotes which clearly demonstrate the need for the intervention (and/or impact achieved to date) following the logic of the results chain.

Predicted or estimated outcome of intervention (i.e. poverty reduction) and how it will contribute to MDF's overall goals

Include: pictures; diagram summarising the intervention logic, 'attention grabbing' text box.

Other considerations: MDF's overall strategy and activities in the market/sector; visual presentation of predicted or estimated poverty reduction impact from the intervention.

Annex 11

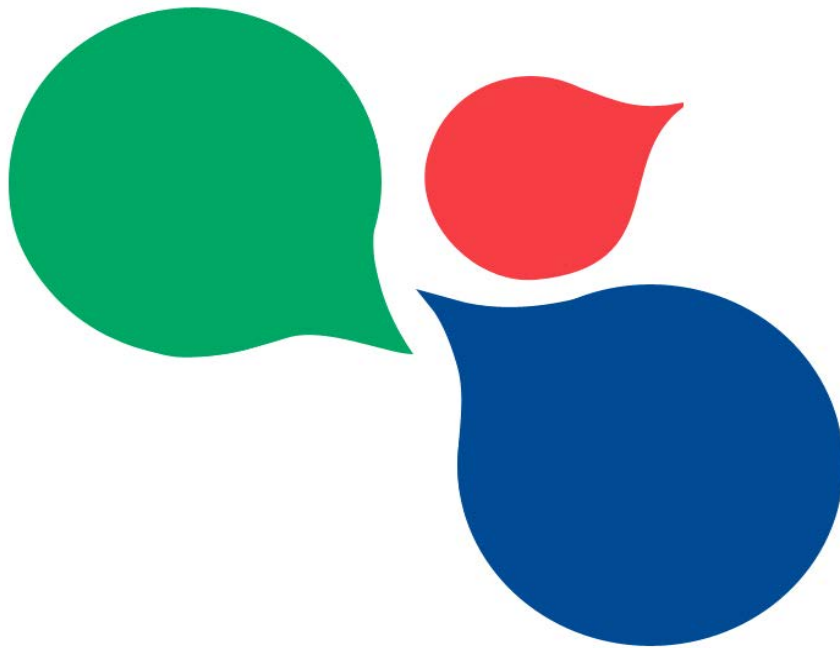


Annex 11: Gender Considerations

These include elements to consider regarding intervention activities and impacts. Considerations to these questions should be included in the cover page of each intervention guide. MDF's formal Gender Disaggregation Strategy for projecting and reporting impacts should be followed for each country as and when it is developed.

- Women as Beneficiaries: Focus on women entrepreneurs or women as customers
 - Does the intervention target women as beneficiaries, either as entrepreneurs or as customers?
- Economic Status
 - Does the intervention increase or decrease women's participation in the formal economy (as entrepreneurs or employees)?
 - Does the intervention create opportunities for additional income-earning activities, through new opportunities or higher productivity?
 - Do new economic activities create a conflict or over-burden women's time related to other household responsibilities?
- Access to Resources
 - Does the intervention increase women's access to the resources and services needed to advance economically (finance, land, social resources (i.e. education, skills))?
- Decision Making
 - Potential effects on women's role in household decision making?
- Leadership
 - Potential to create opportunities for leadership in the community?

Annex 12



Annex 12: Documents Required for the DCED Audit

1. Articulating the Results Chains

No.	Control Points	Compliance criteria broken down for Scoring	Document
1.1	An appropriate, sufficiently detailed and logical results chain(s) is articulated explicitly for each of the interventions.	A results chain is developed and documented for each intervention.	Intervention Guides
		Each results chain shows all key changes arranged in logical order, demonstrating as far as possible how the selected intervention leads to achievement of development goals.	Intervention Guides
		Each results chain is sufficiently detailed so that changes at all levels can be assessed quantitatively and/or qualitatively.	Intervention Guides
1.2	Each results chain is supported by adequate research and analysis	The programme has documentary evidence that underlies the logic of the steps in each results chain.	Sector Assessment and Strategy Report Sector Guides Intervention Guides Partnership Justification and Partnership Agreement
		Each results chain and/or supporting documentation outlines significant assumptions that support the logic of the results chains and mentions relevant contributions of other initiatives.	Sector Guides Intervention Guides
		The documentation explains how the changes outlined in each results chain are likely to lead to lasting impact.	Sector Guides Intervention Guides
1.3	Mid and senior level programme staff are familiar with the results chain(s) and use them to guide their activities; key partners can explain the logic of interventions.	Mid and senior level programme staff can describe the respective results chain(s) covering their work.	Sector Guides Intervention Guides Partnership Agreements
		Mid and senior level programme staff can give examples of how they will use or how they have used (for programmes more than 1 year old) results chain to guide their work.	Sector Guides Intervention Guides Six Monthly Review Report

		Key partners can describe the logic of interventions that is reflected in results chains. (W/A)	N/A
1.4	The results chain(s) are regularly reviewed to reflect changes in the programme strategy, external players and the programme circumstances.	<p>The programme has a clear system for reviewing the results chain(s) at least once a year.</p> <p>Use: The programme has evidence to show that the results chain(s) have been reviewed at least once in the last year. It has evidence to justify changes or lack of changes made to results chain(s).</p>	Six Monthly Review Report Sector Guides Intervention Guides
1.5	The results chain(s) include the results of broader systemic change at key levels.	The results of expected systemic or market-wide changes are clearly included in each results chain. (W/A)	Sector Guides Intervention Guides
1.6	The research and analysis underlying the results chain(s) take into account the risk of displacement.	The programme can cite or produce evidence that displacement has been taken into account in the development of the results chain(s).	Intervention Guides

2. Defining Indicators of Change

No.	Control Points	Compliance criteria broken down for Scoring	Document
2.1	There is at least one relevant indicator associated with each change described in the results chain(s).	Quantitative and/or qualitative indicators are defined for each change in the results chain(s).	Intervention Guide
		The indicators are relevant to the associated changes in the results chain(s).	Intervention Guide
		Evidence of validation is provided for proxy indicators if used. (W/A)	Intervention Guide
2.2	The universal impact indicators are included in each relevant results chain(s).	Each results chain includes the universal impact indicators at the relevant level wherever possible, or written justification is provided for each such indicator if not included.	Intervention Guide
2.3	There are specific Indicators that enable the assessment of sustainability of results.	Specific indicators (qualitative and/or quantitative) are defined that enable assessment of sustainability of results in the results chains.	Intervention Guide
		The indicators are relevant and appropriate to assessing the sustainability of results at key levels of the results chains.	Intervention Guide
2.4	Mid and senior level programme staff understand the indicators and how they illustrate programme progress.	Mid and senior level programme staff can describe the indicators covering their work.	Intervention Guide
		Mid and senior level programme staff can give examples of how they will use or how they have used (for programmes more than 1 year old) information on changes in indicators to inform their strategy and implementation decisions.	Intervention Guide

2.5	Anticipated impacts are realistically projected for key quantitative indicators to appropriate dates.	There are clear projections for key quantitative indicators to specific dates during or beyond the intervention. Projections are expressed as a change in indicator value due to the programme by a specific date. Use: Documents show that projections have been reviewed at least once in the last year with changes or lack of changes justified.	Intervention Guide
		The projections are supported by documented research, analysis and clear calculations, with sources of information and assumptions explicitly outlined.	Intervention Guide
		Wherever possible, there are projections for the universal impact indicators (or other common impact indicators) to either the end of programme or to two years after the end of the programme.	Intervention Guide

3. Measuring Changes in Indicators

No.	Control Points	Compliance criteria broken down for Scoring	Document
3.1	Baseline information on all key indicators is collected.	A documented plan is in place to gather baseline information,	Intervention Guide
		Use: The programme has collected baseline and outlined the status of key indicators before activities have led to changes	Intervention Guides Monitoring Documents Studies and Researches
3.2	Information for each indicator is collected using methods that conform to good research practices.	A documented plan is in place to collect information for each indicator at appropriate times.	Intervention Guide
		The plan is thorough, realistic and in accordance with good research practice. It shows for each indicator what information will be collected, when and how the information will be collected and how each indicator will be calculated or described.	Intervention Guides
		Use: The programme can demonstrate that it used the plan to collect information.	Intervention Guides Monitoring Documents Studies and Researches

		Use: The programme can demonstrate that information collection conformed to established good practices (in terms of research design, timing, sampling, quality control, etc.)	Intervention Guides Monitoring Documents Studies and Researches
3.3	Qualitative information on changes at various levels of the results chain is gathered.	Assessment of changes includes qualitative information gathering.	Intervention Guides Monitoring Documents Studies and Researches
		Qualitative information gathering enables an appropriate assessment of why changes are or are not taking place and the character, depth and sustainability of changes at various levels of the results chain.	Intervention Guides Monitoring Documents Studies and Researches
3.4	Reported changes in indicators that are extrapolated from pilot figures are regularly verified.	When changes in indicators are calculated for large numbers of enterprises using data from small samples or a pilot phase, a method for regularly validating the extrapolation is in place.	Intervention Guides Monitoring Documents Studies and Researches
		Use: The method for validating the extrapolation is in regular use.	Intervention Guides Monitoring Documents Studies and Researches

4. Estimating Attributable Changes

No.	Control Points	Compliance criteria broken down for Scoring	Document
4.1	Attributable changes in all key indicators in the results chains are estimated using methods that conform to established good practice.	The programme has a documented plan for assessing and estimating the attribution of observed changes to programme activities for each of the key indicators in the results chain.	Intervention Guide
		The methods chosen to assess and estimate attribution link back to the results chains, are appropriate to the programme context and conform to established good practices.	Intervention Guide
		Use: The programme has used the plan to estimate attributable change in indicators.	Intervention Guides Monitoring Documents

			Studies and Researches
		Use: The programme can demonstrate and staff can explain the methods used to assess and estimate attribution and how the methods conform to established good practices.	Intervention Guides Monitoring Documents Studies and Researches
		Use: Figures are supported by clear calculations; assumptions are outlined if necessary.	Intervention Guides Monitoring Documents Studies and Researches

5. Capturing Wider Changes in the System or Market

No.	Control Points	Compliance criteria broken down for Scoring	Document
5.1	The results of systemic change at key levels in the results chain(s) are assessed.	The programme has a documented plan for assessing and estimating the results of systemic change outlined in the results chains.	Intervention Guides
		The methods chosen to assess systemic change link back to the results chains, are appropriate to the programme context, take attribution into account and conform to good research practices.	Intervention Guides
		Use: The programme has used the plan to assess and estimate the extent of systemic change.	Intervention Guides Monitoring Documents Studies and Researches
		Use: The programme can demonstrate and staff can explain the methods used to assess systemic change and how the methods conform to established good practices.	Intervention Guides Monitoring Documents Studies and Researches
		Use: Figures are supported by clear calculations; any assumptions are outlined.	Intervention Guides Monitoring Documents Studies and Researches

6. Tracking Programme Costs

No.	Control Points	Compliance criteria broken down for Scoring	Document
6.1	Costs are tracked annually and	A clear, accounting system is in place to	Financial Report

	cumulatively.	track costs and produce annual and cumulative totals of all programme-related costs spent in country.	
		Use: The programme has annual and cumulative totals of all programme-related costs spent in country.	Financial Report
6.2	Costs are allocated by major component of the programme. (Applicable only to programmes with more than one main intervention)	The accounting system enables management to estimate and produce totals on costs spent on each major component of the programme for which impact is estimated.	Financial Report
		Use: The programme has annual and cumulative estimates of costs for each component for which impact is estimated.	Financial Report

7. Reporting Results

No.	Control Points	Compliance criteria broken down for Scoring	Document
7.1	The programme produces a report at least annually which clearly and thoroughly describes results to date.	The programme has a documented system for estimating programme-wide impacts for universal impact indicators (and/or other high level common indicators) at least annually.	RM Manual Sector Guides Annual Aggregation of Results
		Use: The programme has an annual report with clear estimates of programme wide impacts for universal impact indicators (and/or other high level common indicators). The report outlines the context and any qualitative information needed to understand the numbers produced.	Semester Report Annual Aggregation of Results
		Use: The programme can clearly explain how the estimates were derived and show supporting calculations. These calculations takes overlap into account. (W/A)	Semester Report Sector Guides Annual Aggregation of Results
7.2	Contributions of other publicly funded programmes and private contributions are acknowledged.	Where the reported changes are/will be due in part to the work of other publicly-funded programmes and private contributions, they are acknowledged in the report above.	Semester Report Annual Aggregation of Results
7.3	Reported changes in key indicators are disaggregated by gender	All reported changes, and particularly impact indicators, are disaggregated by women and men. Where figures are not disaggregated, justification is provided as to why this was not possible or appropriate.	Semester Report Annual Aggregation of Results
7.4	Results of systemic change and/or other indirect effects	The results of systemic changes and other indirect effects are reported. When these	Semester Report

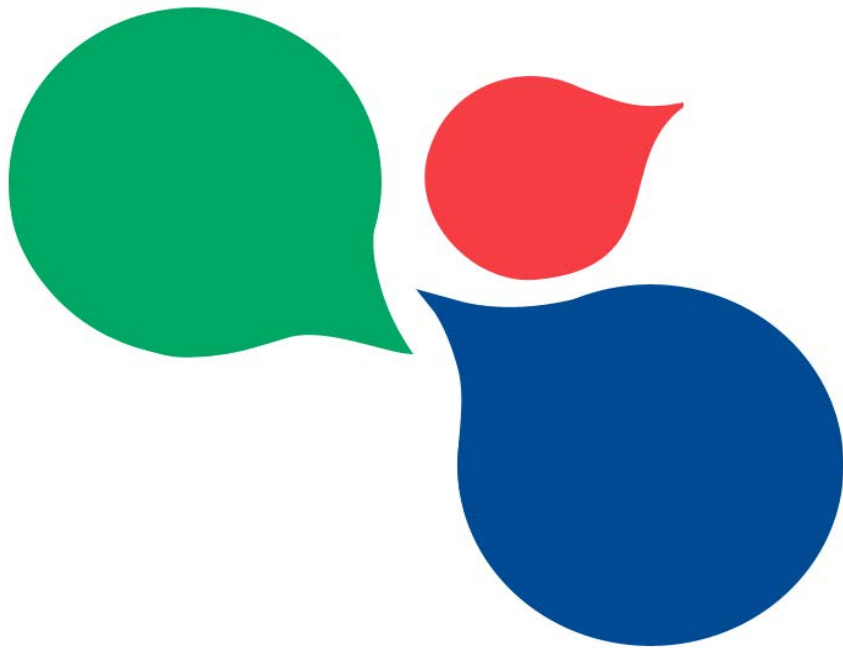
	are reported.	or other indirect effects are quantified, the figures are divided as 'direct' and 'indirect.'	Annual Aggregation of Results
7.5	Results are published.	A document with the results and costs described in sections 7.1-7.4 is made publicly available. The auditor may choose to 'sign off' on this report.	Annual Aggregation of Results

8. Managing the system for results measurement

No.	Control Points	Compliance criteria broken down for Scoring	Document
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.	Result Measurement Manual Six Monthly Review Report
		The plan is realistic and ensures that results information is regularly and effectively integrated into management decision making.	Result Measurement Manual Six Monthly Review Report Intervention Guides
		All programme staff have access to written guidance (e.g. a manual or staff guide) on how to implement all elements of results measurement (each of the sections above).	Result Measurement Manual
		Use: Managers and senior level programme staff can explain to what extent underlying assumptions in the results chain(s) are proving to be valid, and can cite decisions they have made based on the information provided by the results measurement system.	Six Monthly Review Report Interviews
		Use: Managers and senior level programme staff can show how they provide leadership in implementing the results measurement system.	Interviews
8.2	The system is supported by sufficient human and financial resources.	The program can show that sufficient human and financial resources are available and have been allocated to manage and implement the results measurement system.	Interviews Job Descriptions
		Tasks and responsibilities in relation to results measurement are appropriate and documented.	Job Descriptions Results Measurement Manual
		Staff are able to accurately describe their tasks and responsibilities in results measurement.	Interviews

8.3	The system is integrated with the management of the programme.	Evidence exists of the results measurement system having been institutionalized, for example in the form of inclusion in programme management documents, job descriptions, staff performance reviews, regular meetings etc.	Job Descriptions Results Measurement Manual Monthly Meeting reports Six-monthly review meetings
		All programme staff involved in results measurement can provide examples of results measurement activities that they have undertaken in the last month.	Interviews

Annex 13

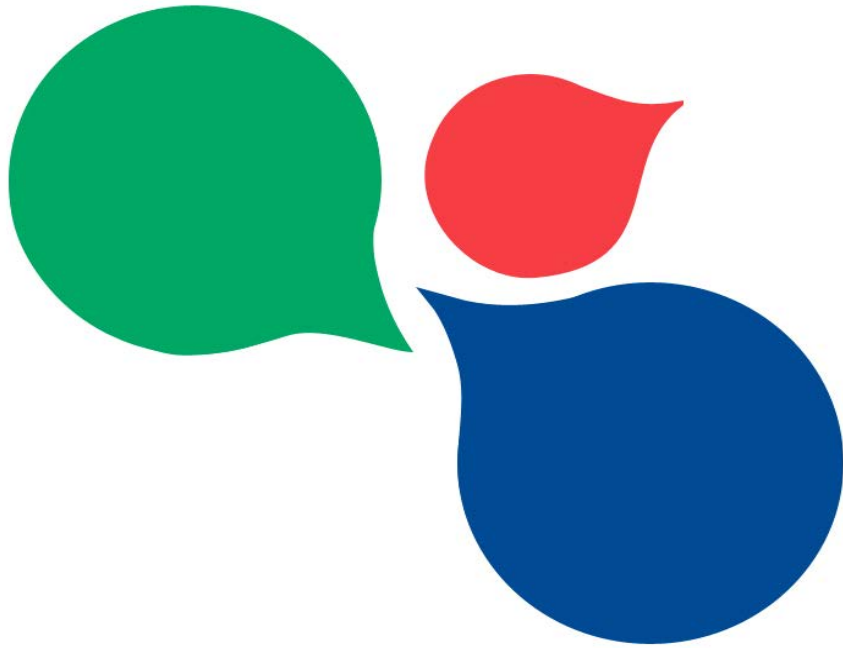


Annex 13: Overview Table

Step	Why	Who	By When	How
Sector Results Chains	The sector results chain shows a logical link of how interventions, spread across the sector's intervention areas, can produce the changes needed to achieve increased employment and incomes. It is the impact logic for the sector.	Sector Team + Results Measurement Team	The sector results chain will be produced after the Sector Study and Strategy are completed	Page 24
Sector Guide	Used as an aggregation tool to compile all sector information within a country. Also home to the Sector Results Chains.	Sector Team + Results Measurement Team	After completion of the Sector Strategy, when enough information is known about the sector. Updated periodically as applicable.	Page 6
Business Model	The business model should help explain how the changes brought about by an intervention can lead to a lasting (sustainable) impact. It shows the business model before and after the intervention and how it is commercially sustainable. It should help the team in formulating the results chain.	Sector Team + Results Measurement Team	Before signing of Partnership Agreement.	Page 26
Intervention Results Chain	The intervention results chains show the logic of the intervention, by detailing how MDF's activities with each partner are expected to lead to a series of changes which lead to poverty reduction. The results chain shows the expected outcomes and impacts at each level of change in detail, so that it is possible to attribute changes at a poverty level to activities and support market outcome changes. It is the framework for the results measurement system for an intervention.	Sector Team + Results Measurement Team	With Intervention Guide: Two weeks after invention is signed	Page 26
Measurement Period	Each intervention has a specified period for measurement, which allows MDF to capture impacts that are attributable to intervention activities, but not influenced by outside forces.	Sector Team + Results Measurement Team	With Intervention Guide: Two weeks after invention is signed	Page 33
Displacement	MDF needs to consider and record any instances of displacement, where interventions will benefit some enterprises, but others may suffer as a result. This helps MDF capture the total impact of an intervention.	Sector Team + Results Measurement Team	With Intervention Guide: Two weeks after invention is signed	Page 33
Indicators	In order to be able to monitor and assess changes at each level in the results chain, indicators have to be assigned to each change (each box). Indicators are used to measure that the anticipated changes are actually happening.	Sector Team + Results Measurement Team	With Intervention Guide: Two weeks after invention is signed	Page 34
Projections	Projections show anticipated impacts and the assumptions and information that are used to calculate those impacts, to determine the anticipated impact of an intervention and to help see if interventions are on track.	Sector Team + Results Measurement Team	With Intervention Guide: Two weeks after invention is signed	Page 39
Attribution	MDF has to ensure that the impact estimated and measured is attributable to MDF activities and not due to external factors. Attribution methods identified at the beginning of an intervention help to measure attributable impacts.	Sector Team + Results Measurement Team	With Intervention Guide: Two weeks after invention is signed	Page 41

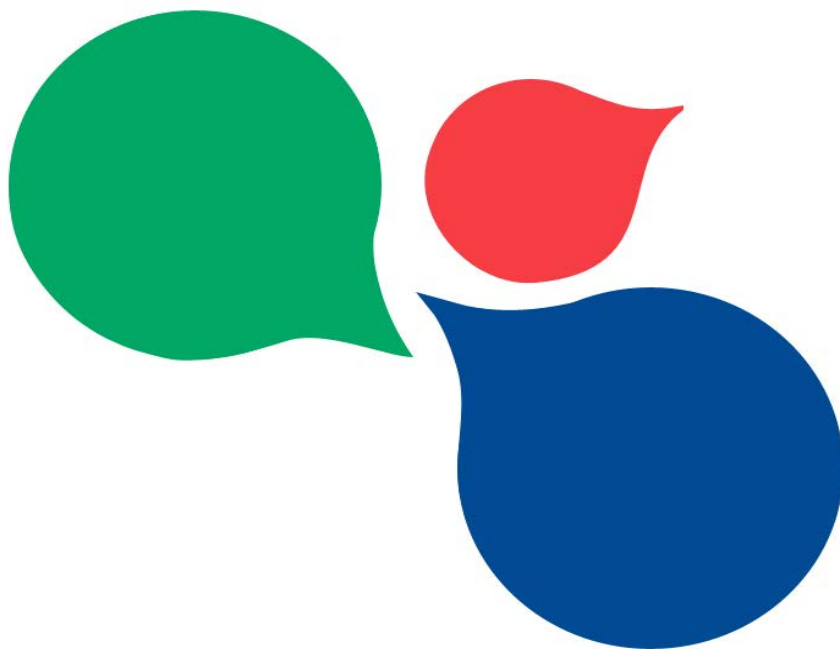
Measurement Plan	Measurement Plans outline what will be measured, when, how, and by who. It clearly outlines the set of indicators for each change (or box), data collection methods, and other studies to assess changes resulting from the interventions. The plan also identifies the roles and responsibilities for carrying out the work.	Sector Team + Results Measurement Team	With Intervention Guide: Two weeks after invention is signed	Page 50
Baseline	In order to measure changes in indicators, MDF needs to know the baseline or value of the indicators before they have been affected by the MDF activities. These are then compared it to the value measured after.	Sector Team + Results Measurement Team	As per Measurement Strategy	Page 44
Measurement tools	A combination of measurement tools is needed in order to measure changes in indicators and assess the overall results of the intervention.	Sector Team + Results Measurement Team	With Intervention Guide: Two weeks after invention is signed	Page 46
Measurement Strategy	The Measurement Strategy is used to think through the overall research approach and appropriate attribution methodology for the intervention. This is an important step as it makes the process more effective by thinking about which levels and which indicators can be measured using which tools, before starting the process of filling in details in the Measurement Plans.	Sector Team + Results Measurement Team	With Intervention Guide: Two weeks after invention is signed	Page 49
Capturing Wider Changes in the Market	MDF also monitors for signs of systemic changes in the market, including copying and crowding in; in order to estimate and measure the number of indirect beneficiaries as well as changes in their performance, income and employment.	Sector Team + Results Measurement Team	As per Measurement Plan	Page 61
Data Collection and Analysis	MDF teams follow the Measurement Plan to collect and analyse information to measure changes in indicators. Data collection and analysis has to conform to good research practices.	Sector Team + Results Measurement Team	As per Measurement Plan	Page 53
Decision Making	MDF team uses results measurement in order to understand if interventions are working towards their goals; and to make any necessary adjustments to interventions or Sector Strategies along the way in order to maximise results. This is done through an iterative process which occurs throughout each intervention's life cycle. A dedicated time, the Six-monthly Sector Management Meetings, is also designated as a key point in time to reflect, learn and adjust.	Sector Team + Results Measurement Team	Continuously and through Six Monthly Sector Management Meeting	Page 59
Aggregation of Results	MDF aggregates its potential and actual impacts across sectors and across countries every year to understand the Facility's results for its universal impact indicators.	Results Measurement Team	Annually – every June	Page 63

Annex 14



Intervention Code:		People Responsible (insert names)		Deadline (insert date)	Finalised & approved with Country Team	Status/Comments
Intervention Managers:						
Preparatory	Environmental checklist completed	Intervention team	With partnership application	<input checked="" type="checkbox"/>		Explaining why task cannot be completed, additional steps needed before completion, follow-up and timing, etc.
	Follow-up Environmental Recommendation (EIA, EMP etc)	Intervention team	Before partnership agreement signed			
	Business Model	Intervention team	With partnership agreement			
	Draft Results Chain	Intervention team	With partnership agreement			
	Additional Information Collection	Intervention team	With partnership agreement			
	Gender checklist completed	Intervention team	With partnership agreement			
	Cover Page	Intervention team	With partnership agreement			
	Strategy Page	Intervention team	With partnership agreement			
	Results Chain	Intervention team	Two weeks after intervention signing			
	Measurement Period	Intervention team + RM team	Two weeks after intervention signing			
Intervention Guide	Displacement (within Explanatory Notes)	Intervention team + RM team	Two weeks after intervention signing			
	Establishing Indicators	Intervention team + RM team	Two weeks after intervention signing			
	Projections and Support calculation	Intervention team + RM team	Two weeks after intervention signing			
	Measurement Strategy	Intervention team + RM team	Two weeks after intervention signing			
	Attribution (within Measurement Strategy and Explanatory N	Intervention team + RM team	Two weeks after intervention signing			
	Baseline Plan (within Measurement Strategy)	Intervention team + RM team	Two weeks after intervention signing			
	Full Measurement Plan	Intervention team + RM team	Two weeks after intervention signing			
	Fill in Baseline data	Intervention Team	Two weeks after intervention signing			
	Explanatory notes	Intervention team	Two weeks after intervention signing			
	Universal Impact Indicators	Intervention team	Two weeks after intervention signing			
	Capturing Wider Systemic Change	Intervention team	Two weeks after intervention signing			
	Contribution of Other Programs	Intervention team	Two weeks after intervention signing			
	Finalizing full intervention guide	Intervention Team + RM team	Two weeks after intervention signing			
	Final review of full intervention guide with RMI Manager	Intervention team + RM Manager	Upon finalization within country			
	Final Review					

Annex 15



Annex 15: Sampling Tips and Margin of Error

Sampling

Sampling involves the process of deciding and selecting a sample of respondents from a larger target population for conducting research. Samples are used to make research more manageable but conducting research with a small number, but to still be able to extrapolate the information from the sample to make inferences about the larger target population. The sample therefore needs to be representative of the larger target population. There are many ways to go about sampling to ensure this, and each one has its pros and cons according to the situation. Below is a description of common sampling methods that can be used by MDF:

Simple Random Sampling: is where a sample is selected randomly where each individual of the larger target population has an equal chance of being selected for the sample. This is a form of probability sampling – which means the sample will be representative of the whole target population.

Stratified Sampling: is where sub-populations exist within the larger target population which have at least one common characteristic (such as gender, ethnicity, geographic location, farm-size/type) which might influence outcomes. The larger target population is first divided into these different subgroups before sampling is done. Each individual should be assigned to only one sub-group. Then simple random sampling is applied to the population of each subgroup to get a sample for that subgroup. For example, if farmers on one island are expected to be very similar to each other, but different from farmers on another island you might choose stratified sampling and treat the two islands as two populations taking a random sample from each based on the total target population of each island. This is a form of probability sampling – which means the sample will be representative of the whole target population.

Purposive Sampling: is where the sample is chosen based on who is most appropriate for the purpose of the study. This is based not on random assignment, but rather based on judgment and convenience. Purposive sampling is a form of non-probability sampling which means it is not necessarily representative of the whole target population (i.e. generalisations made from the sample may not be true for the whole target population).

Sampling Appropriate for Qualitative Methods

Below is a description of two additional sampling methods which are appropriate for qualitative research. Both are not without drawbacks and biases, so samples for qualitative methods should be handled on a case by case basis – based on what is most appropriate for the method to be used and objectives of the research.

Quota sampling: is useful for selecting participants for a larger survey. It segments the population into sub-groups (gender, ethnicity, etc) and then a proportion (quota) is assigned to each subgroup based on the total population. A quota is then set for the number of respondents from each sub-group to be surveyed, based on the total sample size desired. The researcher will then target and survey individuals, only until the quotas for each subgroup are met.

Snowball sampling: uses a smaller group of initial participants in the sample, who then nominate or recommend other additional participants. So the sample group continues to grow in order to collect enough data to be useful. Snowball sampling is useful in finding people with the target characteristics. For example, you can begin by interviewing a few farmers which you know have purchased and used

agricultural lime. You can then ask them for recommendations on others that they know who have also purchased and used agricultural lime.

A sample strategy, or frame, should be developed for all research conducted. This involves deciding and selecting on where research will be conducted, how many respondents will be in the sample, how those respondents will be selected, and who they are. The sampling strategy and reason decisions made to follow that strategy must be documented as a part of the research plan and final report.

Sample Size and Margin of Error

A sample size should be selected based on the size of the target population. (Note for stratified sampling, there are different sample sizes for each sub-population). A sample size should be reasonably large enough, as samples that are too small may lead to inaccurate results; however, too large of samples may waste time and resources.

For probability sampling methods, how well the sample represents the target population can be assessed by two things: margin of error and confidence level.

Margin of error: is the + and - the range that the answer from the sample likely falls between if the whole population had responded, rather than just a sample. For example, average yield for a sample of rice farmers is 20 Tonnes per HA per year. If margin of error is 8, then it means that if we were to ask the whole population (rather than just the sample) the average would fall somewhere between 12 and 28 Tonnes per HA per year (which is 20 ± 8). Margin of error gives you an estimated range for the whole population based on the sample.

Confidence level: confidence level (or interval) is used to show the reliability of the estimate. Using the example above, with confidence level of 95%, if the study were conducted 100 times with different samples of the target population each time, then in 95 out of 100 you would get the results within the same estimated range (12 to 28). While a 95 to 99% confidence level is often cited in research, a 90% confidence level can be accepted and it can also be obtained with a smaller sample.

A useful sample size calculator can be found at: <http://www.raosoft.com/samplesize.html> which allows you to enter in the desired margin of error, confidence level, and size of total target population, then giving you the minimum sample size.

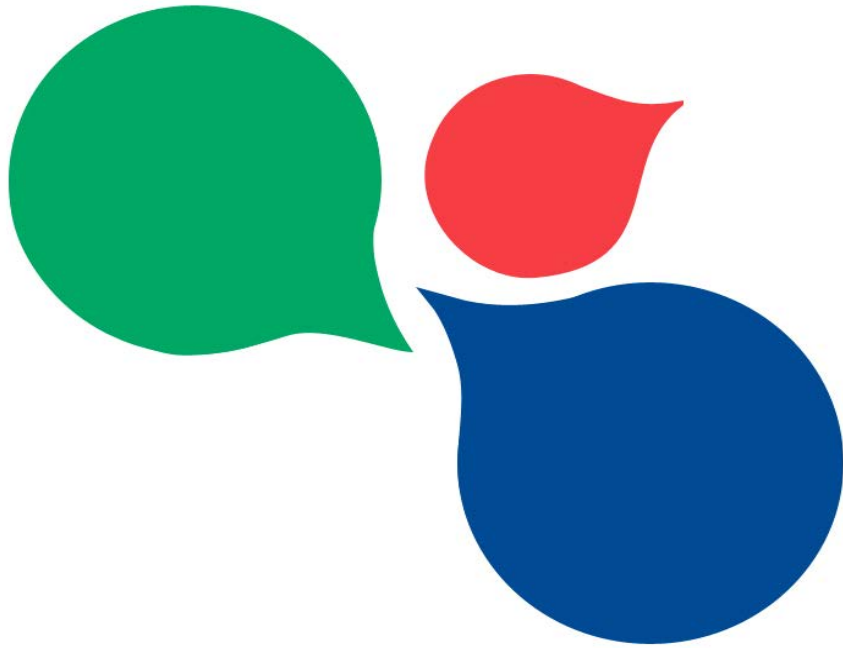
The margin of error will help to estimate how close the sample findings are to the target population. In general, when other factors are constant, the larger the sample size, the lower the margin of error. MDF has to make a trade-off between the required level of accuracy and other practical aspects such as importance of interventions, budget and time.

This Manual does not recommend specific practices for each intervention. MDF has to consider all practical aspects when deciding on margin of error, confidence level and targeted sample size for measuring a particular intervention. However, some tips can be seen below:

- If the interventions are significant in terms of impacts or scale, the required accuracy level should be higher than the less significant ones.
- For the confidence level, the most commonly used one is 95%, however 90% is also acceptable (and it can vary from 80% to 99%).
- The sample size should typically at least 30 samples in order to make certain that the sample means or sample proportions will have normal distribution. In addition, if the observed changes are broken down into sub-populations such as different ethnic groups or geographic locations, as a rule of thumb, the sample size per sub-population should also be at least 30 samples. However, this guideline should also be balanced with practicality.

- If the target population is *less than* 30 – then sampling may not be necessary and a survey of the whole target population can be conducted. This however needs to be balanced with practicality, budget and time – and if necessary a reasonable sample can be drawn.
- The purposive sampling (one that is purposefully chosen and not random) can also be used if it can provide better representation of the target population than a simply random one. However, the margin of error cannot be calculated for purposive sampling.

Annex 16



Research Title:	Title of research and date
------------------------	-----------------------------------

Purpose/Objective:	What are the objectives
---------------------------	--------------------------------

Key Questions:	What are the key research questions that this assessment is looking ot answer?
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Dates:	Date of Research
Team:	Team involved (if external - list name of company and contract number)
Accompanied by:	Other individuals involved (i.e. government, lead farmer, partner, consultants,translator)
Locations:	Where is the research going to be carried out

Target Population:	Who are target population? How many are there?
Research Tools:	What research tools are being used?
Sample Size:	What is the sample size and how was it chosen?
Sampling Plan:	What is the sampling plan and why was it chosen?

Summary of Findings

Overview
Answers to key research question 1
Answers to key research question 2
Answers to key research question 3
Answers to key research question 4

Interview Guide

Personal Details

Name

Location

Contact Details

Total Land Size

Household Size

Key Questions

Key Question 1

Detailed Question
Detailed Question
Detailed Question
Detailed Question
Detailed Question
Detailed Question

Key Question 2

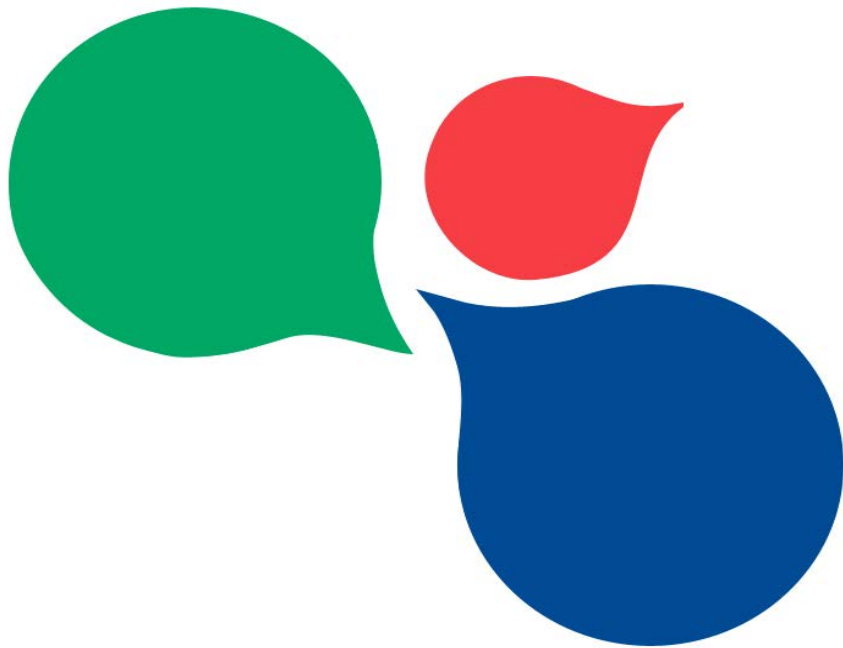
Detailed Question
Detailed Question
Detailed Question
Detailed Question
Detailed Question
Detailed Question

Key Question 3

Detailed Question
Detailed Question
Detailed Question
Detailed Question
Detailed Question
Detailed Question

Detailed Questions

Annex 17



Annex 17: Tips on Interviewing

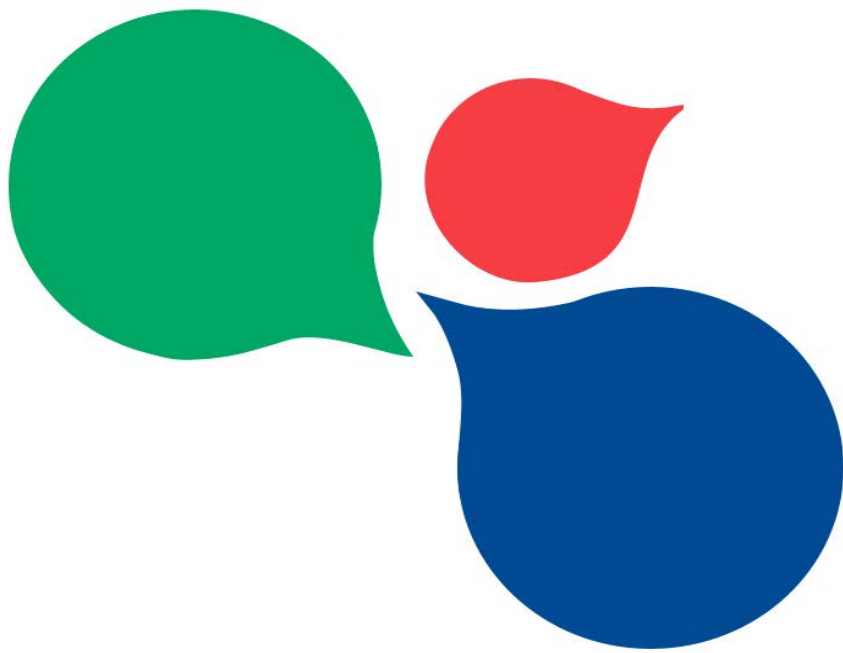
Planning

1. Define the purpose: what is the purpose, why do we need this information, and how will it be used?
2. Determine the detailed research questions
3. Develop the interview questions
4. Set the plan: who will you visit, where are they, what is selection criteria?
5. What do you need to know to prepare yourself in advance?
6. Any other considerations?

The Interview

1. Introduction: always begin with an introduction, explaining the following
 - a. Introduction of team members
 - b. Purpose of interview
 - c. Summary of topics to be discussed
 - d. Confirmation of confidentiality
 - e. Indication of how long interview should take
 - f. Begin with a general question to open up the conversation
2. Interview Questions:
 - a. Proceed through interview questions.
 - b. Keep it conversational rather than mechanical. But be sure to cover all questions. Questions provide structure to the conversation, but can be discussed in any order if they come up sooner. Avoid repeating questions if they have already been answered.
 - c. Be sure to specify quantities, time periods, etc. in their response and if needed ask for clarification on this.
 - d. Ask questions in a way that will solicit Facts, not their Opinions.
 - e. Avoid making suggestions which might influence the response.
 - f. Explain questions if unclear or if the person interviewed has misunderstood the question.
 - g. Ask for clarifications and explanations if needed.
 - h. Conclude interview by summarising main points, and ask the interviewee for any additional comments.
3. Immediately after the interview, the Team should discuss:
 - a. Were all the questions answered?
 - b. Do the answers make sense? Were they facts or opinions?
 - c. Is there missing information or any doubts to the information received?
 - d. What are the main conclusions?

Annex 18



Annex 18 - MDF's Gender Disaggregation Strategy for Fiji

Women's Roles in Horticulture and Tourism

The study conducted by MDF supports the statement made many years ago by Baxter (1980) that 'women actively participate in almost all aspects of agricultural production in Fiji, including farming, marketing, food processing and distribution, and export processing.' In both cases, Indo-Fijian women and iTaukei women are part of the household unit, contributing to income generated from horticulture activities and benefitting from increased household income. Women are actively involved in the farm work, usually classifying it as 'part-time' or 'seasonal', as they have other activities they attend to, although the actual time spent on farm work can be significant. However, the roles of women in horticulture are different depending on factors such as ethnicity: Indo-Fijian women are much more likely to be unpaid household labour and do not usually work on others' farms. iTaukei women, on the other hand, work on their own farms and on other farms for farm wages.

The tourism sector is a major source of employment for women. There is a much higher number of iTaukei women working in the tourism sector than Indo-Fijian women. This is for a number of reasons: iTaukei women are much more likely to take entry level jobs in hotels and resorts as housekeepers or waitresses – although while we did meet some Indo-Fijian who had taken on these roles, it is not the cultural norm. However, Indo-Fijian women are more likely to have skilled jobs such as food inspectors or back office jobs. In handicrafts, many iTaukei women are involved in the production of handicrafts, however the two Indo-Fijian women interviewed as a part of this study were both involved in handicraft and souvenir retailing.

Perceptions, Managing Income and Decision Making

In the Horticulture sector, MDF assessed perceptions of respondent on who worked longer, who manages the income and evaluated in detail decision-making on expenditure. Below are the responses for both Horticulture and Tourism sector households.

Table 1: Horticulture sector household responses

According to respondents: who works longer?	Both	%	Men	%	Women	%	Total
Total	12	19%	24	37%	28	44%	64
Indian	9	22%	11	27%	20	50%	40
iTaukei	3	12%	13	54%	8	33%	24
According to respondents: who manages the income?	Both	%	Men	%	Women	%	Total
Total	27	41%	12	18%	27	41%	66
Indian	17	41%	8	20%	16	39%	41
iTaukei	10	40%	4	16%	11	44%	25

In the horticulture sector, 44% of respondents indicated that women work longer hours and 82% of respondents indicated that either both (41%) or the woman (41%) manages the income.

In the tourism sector, 42% of respondents indicated that women work longer hours, while 93% of respondents indicated that either women (57%) or both (36%) manage the income.

In both sectors there are ethnic differences in responses - while Indo-Fijian respondents were more likely to respond that women work longer hours than iTaukei respondents, iTaukei respondents were more likely to respond that women manage the income.

Table 2: Tourism sector household responses

According to respondents: who works longer?	Both	%	Men	%	Women	%	Total
Total	3	25%	4	33%	5	42%	12
Indian	1	25%	-	0%	3	75%	4
iTaukei	2	25%	4	50%	2	25%	8
According to respondents: who manages the income?	Both	%	Men	%	Women	%	Total
Total	5	36%	1	7%	8	57%	14
Indian	3	75%	-	0%	1	25%	4
iTaukei	2	20%	1	10%	7	70%	10

Overall between both sectors, respondents replied that all members benefit from increased income, and that decisions about spending are usually joint-decisions. When breaking it down between individual items (farming related expenditure, household expenditure, education, and social and communal obligations) the majority of respondents replied that decisions were shared. For the farm related expenditures, the responses given showed the majority stating males made the decisions (on farm inputs, land rent/lease, and farm equipment) – however in all these cases, there was still 23-33% of responses that stated sharing those decisions about farm related expenditures.

In addition to the direct survey questions, we qualitatively assessed women's empowerment according to the M4P framework, and findings can be found in the full Poverty and Gender Study.

Gender Disaggregation in Fiji

MDF disaggregates both projections and impacts of its three universal impact indicator (outreach, employment, income) by gender for interventions across all sectors. Based on the research conducted MDF has developed a strategy for disaggregating each indicator in Fiji.

The field research conducted by MDF supports secondary research that women are involved in all stages of agriculture in Fiji, as well as make up a majority of tourism workers. In addition, the field findings stated above support that there is a strong involvement of women in managing household income and decision making on income/expenditure; and that women benefit equally from an increase in household income.

Because of these findings, MDF will disaggregate outreach of households and the associated net additional income as an equal split between male and female (50%/50%). This indicates that as a household income increases, the income is used to benefit all family members equally, both men and women.

Disaggregating other forms of outreach will be done on an intervention basis – using ratios that are relevant to the activities and beneficiaries of the intervention. Resulting incomes for all types of outreach will be disaggregated using the same formulas.

Employment will be handled on a gender basis, for example where the jobs are being created will indicate whether female, male or both, and its resulting increase in income captured under the appropriate gender.

While MDF has developed this strategy through extensive field research, and many ratios will be unique to the intervention, disaggregation will also be confirmed through impact assessments over time to determine if the disaggregation strategy still holds true.

Calculation guidelines for each indicator follow below. In many cases, the disaggregation will happen at the intervention level – depending on what activities are involved and who the exact beneficiaries are for that intervention. Therefore interventions might use different ratios for male/female employment and outreach (and their associated incomes). Details and supporting documentation will be provided in each intervention guide.

Outreach

Outreach measured as household = every household in Fiji will be counted as .5 male and .5 female.

Outreach measured as individual = every individual will be counted as 1, either male or female, and this will be disaggregated according to the ratio determined per intervention.

Outreach measured as small firm = every small firm will be counted as 1, either male or female, and this will be disaggregated according to the ratio determined per intervention.

Outreach measured as worker = every worker will be counted as 1, either male or female, and will be disaggregated according to the ratio used to disaggregate the associated net additional employment (the same gender disaggregation as is used for FTE).

Net Additional Employment

Net additional employment created will use a ratio specific to where employment is being created at the intervention level. Details and supporting documentation will be provided in each intervention guide.

Farm level employment = due to limited number of farm labour households interviewed, an exact ratio could not be established at this time. However, as farm labour opportunities increase, MDF expects to see greater involvement of women in these roles. This ratio will be further researched and set under the upcoming Farm Labour FTE study in early 2014. The same ratio will be used across all interventions for disaggregating farm employment.

Tourism employment = while it is majority female, it depends on the context. The ratio will be determined per intervention depending on what type and where employment is created (hotel/activity provider/handicraft). This will be developed through partner/beneficiary records and secondary sources.

Horticulture export processing employment = while it is majority female, it depends on the context. Exact disaggregation ratio to be determined for the intervention based on partner records and interviews.

Urban Manufacturing employment = ratio to be determined based on where employment is created and what types of roles. Exact disaggregation ratio to be determined for each intervention once the sector assessment is finalised and based on partner records and secondary sources.

Other partner-level employment = the ratio will be determined per intervention depending on what type and where employment is created. This will be developed through partner/beneficiary records.

Net Additional Income

Net additional income will follow the same formula as the related outreach. As the number of outreach or jobs (FTE) are disaggregated by gender, the incomes will also be disaggregated by gender using the same ratio.

Income at the household level = to be disaggregated following the same ratio for disaggregating outreach measured as household.

Income at the individual level = to be disaggregated following the same ratio for disaggregating outreach measured as individual.

Income at the small firm level = to be disaggregated following the same ratio for disaggregating outreach measured as small firm.

Income generated from net additional employment = to be disaggregated following the same method for disaggregating net additional employment.

Annex 19

