



The Donor Committee for Enterprise Development

Guidelines to the DCED Standard for Results Measurement: Managing the System for Results Measurement

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Where these Guidelines fit in the Standard

The DCED Standard specifies seven elements of a successful results measurement system. This guide covers the final element; managing the system for results measurement. For guidance on all of the elements of the Standard, visit [the DCED website](#), or see these links:

- 1) [Articulating the results chain](#)
- 2) [Defining indicators of change](#)
- 3) [Measuring attributable change](#)
- 4) [Capturing wider change in the system or market](#)
- 5) [Tracking costs and impact](#)
- 6) [Reporting results](#)
- 7) **Managing the system for results measurement**

How to use these Guidelines

These guidelines are for programmes implementing the DCED Standard for Results Measurement in Private Sector Development. The DCED Standard provides a practical framework for programmes to monitor their progress towards their objectives, enabling them to better measure, manage and demonstrate results.

The Standard specifies *control points*, which programmes should follow. Each control point is further broken into *compliance criteria*, which indicate whether the control points are met or not. For each control point, this guide provides additional advice explaining what they mean, and how to comply. It also links to further guidance and resources.

Some of the control points are required for compliance with the Standard (highlighted below with 'Must') while others are recommended, but not required.

Use these guidelines to better understand what the DCED Standard requires, and how to achieve it. By doing so, you will strengthen the quality of your results measurement system, and be better able to measure, manage, and demonstrate your results.

These guidelines are a work in progress, and we hope to update them in future. If you have any suggestions or contributions, please email Admin@Enterprise-Development.org

Managing the System for Results Measurement

An effective programme will use real-time monitoring data to adjust their approach as they implement. This allows information on results to guide decision-making at all levels, from strategic choices to implementation methods.

Results measurement should consequently be integrated into all aspects of programme management, from design through implementation. Indeed, the achievement of results should drive the programme, orienting staff efforts and guiding key decisions. This requires clear responsibilities, adequate planning, appropriate skills and sufficient human and financial resources.

Control Point 7.1: The programme has a clear system for using information from the results measurement system in management and decision-making. (Must)

Compliance Criterion:

- *The system for how the programme will use information for management and decision making processes exists.*

The system is appropriate, practical and provides for regularly integrating information from the MRM system into management decision making processes.

A culture of learning

A strong results measurement system requires real commitment from senior managers. Results measurement must be prioritised, and staff expected to devote appropriate time and resources to it. The culture of the organisation must support honesty and reflection, enabling staff to share and learn from failure as well as success. It is crucial to avoid a situation where results are only used to justify and promote existing programmes, rather than manage and improve them. This ‘culture of learning’ should include the following features¹:

- Individuals feel that their ideas and suggestions are valued
- Mistakes and failures are considered important by everyone for learning, and not shameful.
- All the key groups involved in project implementation communicate openly and regularly.
- Project implementers, including primary stakeholders, regularly and informally discuss project progress, relationships, and how to improve actions.
- Managers listen carefully to others and consciously seek solutions together.
- During regular meetings and workshops, time is set aside for discussions mistakes and learning lessons.
- The question, “Why is this happening?” appears often in discussions.

There is no single way to develop this culture of learning, but it typically requires support from managers at the highest level. Staff must be given the correct incentives. For example, they should not be penalised for failure where it is out of their control. Neither should they be given incentives to exaggerate impacts or adjust their calculations for the best effect. Private sector development is a complex field, and success or failure is not solely driven by staff performance. It is better for staff to learn from failure than to report overly optimistic results.

¹List taken from [IFAD Evaluation Guide, section 8](#)

A system for using information.

Each programme should have a documented plan to show how information from the results measurement system will inform management decision making. The format of this plan will vary from programme to programme, but should address the following issues:

- At which regular events, meetings and workshops will results measurement information be discussed?
- What information will be brought to each meeting?
- How will decisions made be documented and acted upon? Who is responsible for this?
- How will other stakeholders be included?

Control Point 7.2: The system is supported by sufficient human and financial resources (Must)

Compliance criteria:

- *Sufficient human resources, with appropriate skills, are allocated to manage and implement the results management system for interventions, sector and programme levels.*
- *Staff have access to sufficient guidance on how to implement all elements of the results measurement system.*

Sufficient financial resources have been budgeted for and used to manage and implement the results measurement system.

Human resources

Key results measurement responsibilities are likely to include:

- Designing results measurement systems, installing them and training staff in their use
- Developing and updating results chains and indicators
- Developing plans for indicator measurement
- Designing specific information gathering activities
- Implementing specific info gathering activities: collecting data, data entry and cleaning, data analysis, report writing, managing this process, quality control such as supervising all aspects, back checking etc.
- Overall system management and supervision

A project must first decide which of these tasks will be done in-house by project staff and field researchers, and which will be outsourced to a research firm. Often all information gathering is done in-house except formal surveys. If information gathering is outsourced, ensure that the firm selected has the capacity to carry it out, and carefully manage the contract to ensure that the final project is of high quality, and includes full details of their methodology.

If a task is to be carried out by the project itself, decide which individual/team will be responsible. Responsibility will often be split between a dedicated technical team, and the rest of the project staff. The break-down of tasks and responsibilities, including those that will be outsourced, should be clearly outlined in the Measurement System Report, such as in this table below.

Tasks	Responsibilities
Study for understanding context and designing interventions	Done by intervention implementing team and results measurement team. Intervention implementing team writes report, results measurement team helps with analysis.
Preparing Intervention logics, selecting indicators, making measurement plan.	Done by intervention implementing team, with help and quality control from results measurement team.
Baseline questionnaire preparation.	Prepared by results measurement team with input from intervention implementing team.
Baseline data collection and report writing	Research officers and intervention implementing team collect the data and the report is summarized by the results measurement team and input given to the intervention implementing team.
Updating of Intervention logics, selecting indicators, making measurement plans	Done by intervention implementing team checked by results measurement
Questionnaires for impact assessment, samples	Prepared by intervention implementing team with input from results measurement team. Sample sizes determined by results measurement team on discussion with intervention implementing team, locations suggested by intervention implementing team.
Impact data analysis and Intervention Status Report writing	Done by intervention implementing team, checked and finalized by results measurement team
Aggregating impact data across programme. Reporting on Log frame achievements.	Done by results measurement team, checked by Programme Manager.

Whether results measurement tasks are outsourced or kept in-house, clear ToRs or job descriptions will be needed for all involved (See [Example 1](#)). These might include:

- The sample size and the sampling strategy:
 - How many respondents there are
 - Who the respondents are
 - How they will be chosen and contacted
- Information needed: a clear list of all the information to be gathered, including
 - Data on the indicators
 - Information to gauge sustainability
 - Data to gauge crowding in or copying
 - Information to explore attribution
 - Any other information needed
- Expectations for the questionnaire: The actual questionnaire may be prepared together with the project but expectations for what it will include and how long it will be are included in the TOR.
- Expectations for the data collection planning and implementation:
 - List of tasks for the research firm (see Box 12)
 - List of support the programme will provide to the research firm
- Expected human resources needed

- Locations for data collection
- Expected dates and deadlines for data collection and recording, data processing and report writing
- Expectations on quality control:
 - Who will supervise data collection recording and processing
 - How the supervision will be done
 - Plan for back-checking a percent of the interviews
- A detailed outline of the expected findings report: including
 - Summary of the methods
 - Format for summary of data collected
 - List of indicators to be calculated and how they should be calculated
 - List of figures and tables expected

Guidance and manuals

- To ensure that programme staff are able to implement and use the results measurement system, there should be written guidance available, tailored to that organisation.
- For a compilation of existing manuals and advice on how to tailor a results measurement manual to your organisation, see [this case study](#) on how to develop a programme specific results measurement manual.²

Financial resources:

Results measurement requires considerable human and financial resources. Projects should ensure that they are realistic about this requirement, and that their methodology is tailored to the resources available. If there is a small budget for results measurement, this will limit the size and scope of surveys and research that can be conducted. The budget for results measurement is likely to be integrated into the management budget, since the major cost is typically the time of managers and implementing staff to design the results measurement system, collect information, analyse and use it. However, specific results measurement budget lines may include:

- Core results measurement staff.
- Information collection, such as transport, accommodation, and per diems.
- Training
- External consultants, for example to conduct information collection or to support the implementation of the DCED Standard.
- Workshops and meetings to discuss monitoring information, and make decisions based on it.
- Dissemination of key findings, for example in the form of reports or workshops.

Control Point 7.3: The system is well managed and integrated with programme management. (Must)

Compliance criterion:

² www.enterprise-development.org/measuring-results-the-dced-standard/case-studies-and-examples/developing-a-programme-specific-rm-manual

- *The quality of the results measurement activities and outputs are regularly and systematically reviewed.*

Roles and responsibilities in results measurement are clearly defined and described into job descriptions and integrated in human resource management. The results measurement system must be integrated with the management structure of the organisation. The programme should avoid a clear split between the results measurement team and the implementing team. Key elements of the DCED Standard, such as results chains and indicators, can only be designed by the implementation team, who fully understand the programme. A dedicated results measurement department or external consultants can facilitate the process, and offer ideas or training, but ultimately they cannot do it themselves.

Consequently, results measurement should be part of everyone's job. It should be discussed in regular management meetings, included in terms of reference, and referred to in project documents. Staff should be expected to carry out regular results measurement activities, from designing results chains, to collecting data, to making decisions based on the available evidence.

The results measurement system itself should also be constantly reviewed and managed. It is common for a project to start with an overly complex system – or an overly simple one – and gradually refine it as implementation progresses. If there are too many indicators to be successfully measured, the results chains are insufficiently detailed, or the reporting is too complicated, then the programme should gradually adjust the system over time.

Resources

[IFAD Evaluation Guide, section 8](#). This contains a useful discussion of how to develop a culture of learning within organisations.

[Experiences in M&E to date](#), Peter Roggekamp, 2012. This contains many insights into the process of integrating the results measurement system into management.

Example 1: Roles and Responsibilities for the Impact Management System: ToRs

RESULTS MEASUREMENT UNIT

Scope

Results Measurement Unit members are responsible for integrating results measurement activities into the project cycle. They are responsible for designing results measurement plans for each intervention, and working with the different teams to implement the plans. They are responsible for overseeing baseline information collection, collecting intervention level data at several points in time, and designing and conducting special studies, case studies, and mini-cases. The Results Measurement Unit also ensures effective management of the results measurement data by processing it and making it accessible for use. They play a key role in working with project teams and deputy managers in analyzing the data and reporting on the outcomes and predicted impacts of activities.

Tasks and responsibilities

Planning

- Support the development of intervention and project plans
- Work with project teams to develop a results chain for each project.
- Take the lead in developing results measurement plans for each intervention
- Work with project teams to review and revise the results chains, indicators and results measurement plans every six months
- Develop and monitor results measurement calendars for all interventions
- Maintain a pool of consultants and research firms to carry out results measurement work

Data collection

- Design and conduct baseline studies (with project teams or research firms)
- Design intervention level data collection in consultation with the project teams
- Support project teams in collecting data
- Design, contract out, and supervise the baseline surveys and other outsourced studies
- Support consultants in conducting special studies and case studies
- Gather information for mini cases

Data management

- Manage baseline and follow up data
- Process quantitative data to be accessible to project teams
- Compile qualitative research results

- Keep an accessible set of monitoring data and research results (quantitative and qualitative) on each intervention

Analysis and use of results measurement findings

- Summarize results measurement findings for each intervention every 6 months in preparation for the six monthly review
- Support project teams to analyze data gathered

Reporting

- Review and compile information on interventions from project teams for external reports
- Write mini cases
- Support project teams in preparing intervention reports
- Review and verify findings from the Impact Management System in reports
- Ensure that findings generated by the results measurement system are incorporated into reports for management and donors
- Respond to other results measurement data needs of the programme

System management

- Coordinate all results measurement work with the divisions
- Tracks all results measurement plans and reports approved and those pending
- Prepare a periodic summary of the status of all results measurement activities for the senior management team. The summary notes which projects are completely up to date with their results measurement activities and which are behind, and what they need to do to catch up.
- Liaise with partners regarding results measurement work
- Assist with annual project-wide aggregation of impact predictions and estimates
- Update Impact Management System manual
- Meet regularly with divisions to discuss, provide feedback, and solve common results measurement problems

DEPUTY MANAGERS AND COORDINATORS

Scope

The Deputy Managers and Coordinators play a key role in the Impact Management System by supporting, reviewing, and supervising the results measurement activities within their divisions. They are the main channel of communication between the project teams and the Results Measurement Unit. They are responsible for ensuring that the results measurement activities are well planned and implemented, that project teams carry out their roles effectively, and that the results measurement findings are used to improve impacts at the intervention levels.

Tasks and responsibilities

Planning

- Guide project teams in designing the strategies and project logics
- Guide project teams in designing the intervention plans and intervention logics
- Review results measurement plans and provide feedback to the Results Measurement Unit
- Monitor and guide results measurement activities within their divisions
- Regularly update Results Measurement Unit on the status of interventions within their divisions (start and end dates of all interventions)

Data management

- Ensure project teams keep their results measurement documents organized, up to date, and in usable form

Analysis and use of results measurement findings

- Review results measurement monitoring reports
- Analyze the results measurement findings and use them to make decisions and adjust strategies as needed to improve impact
- Guide project teams in using the results measurement system to improve impact
- Meet with division manager, each project team and results measurement staff to analyze progress and findings on interventions and plan for next six months
- Guide project teams to review and revise the results chain and intervention plans
- Ensure projected impact figures are updated every six months by the project teams with support from the Results Measurement Unit

Reporting

- Work with project teams to write progress reports
- Contribute to the Annual Report, and Semester Reports
- Review and provide feedback on mini cases

System Management:

- Build capacity of project teams to carry out results measurement activities
- Work with other divisions and managers to ensure good communication and sharing around results measurement
- Work with the Results Measurement Unit to coordinate results measurement activities at the division level

DIVISION MANAGERS

Scope

Division Managers have responsibility for coordinating all results measurement activities within their divisions and ensuring they support the programme's overall mission and aims. They are responsible for adapting elements of the system, as required, to meet the needs of their divisions.

Within the programme, Division Managers are responsible for working together to develop the overall portfolio of activities and define the strategic direction of the project. Within results measurement, they provide feedback and suggestions to the Results Measurement Manager on how to improve the Impact Management System. They lead and encourage sharing among divisions on results measurement work and findings.

Within each Division, Managers are responsible for selecting project and guiding deputies and teams in studies and development of project strategies. They take an active role in preparing plans. Division managers are responsible for reviewing and approving all intervention plans, progress reports, intervention reports, and mini cases. They review and make decisions about whether to approve changes in strategies or interventions recommended by their Deputies and project teams based on information generated on outcomes and projected impacts by the results measurement system.

They communicate regularly with Deputy Managers on the status of results measurement activities and with other division managers and the general manager on the overall outcomes and impacts of activities. They are tasked with analyzing the information generated by the results measurement system to develop strategies for improving impacts. They are responsible for reporting to the General Manager and to donors on the outcomes, projected impacts, and lessons of the programme's overall portfolio of work.

In addition, they carry out the following results measurement related tasks and responsibilities:

- Approves project plans
- Technical support on results measurement with their divisions
- Lead and guide six monthly review
- Put results measurement on agenda of division meetings
- Update predicted impact figures annually
- Provide overall direction and inspiration for results measurement activities within their divisions

RESULTS MEASUREMENT MANAGER

Scope

The results measurement manager is responsible for directing the Impact Management System. He/she ensures that activities are well designed, the system generates high quality data, analysis, and reports, and the information is useful for improving performance and impacts, reporting to donors, and meeting internal and external information needs.

He/she directs the activities of the results measurement unit, manages unit staff involved in planning, designing, and implementing results measurement activities, and ensures that the unit operates at a high standard of performance. He/she ensures quality and timeliness of data generated by the system.

He/she facilitates good communication and coordination with the divisions and other units. He/she provides guidance on technical and methodological issues in implementing the Impact Management System. He/she ensures that staff have the knowledge and skills, and tools and resources to implement the system effectively and efficiently. He/she ensures that the data, information, and research findings generated by the results measurement system are useful (and used) internally for management purposes, and externally for reporting results to donors and disseminating lessons to the wider development community. The results measurement manager works with the General Manager to ensure that the programme meets the information needs of key stakeholders.

Tasks and responsibilities

Planning

- Approves the strategies and intervention plans
- Approves the results chains and intervention logics
- Approves the intervention level results measurement plans
- Harmonizes results measurement planning across the programme

Data gathering

- Approves all baseline data collection activities
- Approves all intervention level data collection activities
- Takes the lead in designing and implementing special studies and case studies
- Approves all mini-cases

Data processing and analysis

- Manages and reviews the processing and analysis of the baseline data and project level data

Reporting

- Leads preparation of the annual report and semester reports
- Leads preparation of reports and inputs for the mid-term review
- Reviews and approves progress reports
- Reviews and approves intervention reports
- Reviews and approves mini-cases
- Reviews and provides feedback on case studies
- Reviews and provides feedback on special studies

- Ensures easy access to results measurement reports and data

Analysis and decision making

- Ensures that the results measurement findings are shared and acted upon
- Supports management, as necessary, in using results measurement data for decision-making related to specific interventions, strategies, and the direction of the overall the portfolio
- Participates in six monthly reviews

Management

- Works with staff to resolve results measurement issues of concern as they emerge
- Updates impact figures for the overall project on an annual basis
- Coordinates results measurement activities across divisions
- Coordinates Results Measurement Unit's work with the divisions
- Provides technical support to results measurement unit and divisions
- Leads results measurement retreats
- Keeps the Impact Management System manual up to date
- Manages the results measurement internal reporting process within the programme
- Ensures results measurement responsibilities of partners are spelled out
- Reviews staff performance and provides feedback and support to enable them to improve their results measurement work

GENERAL MANAGER

Scope

The General Manager (GM) has ultimate responsibility for the Impact Management System. The GM ensures that the system is implemented in a timely manner, generates information that is useful for improving impacts, and meets the information needs of key stakeholders (donors and government). The GM ensures that sufficient and appropriate human and financial resources are available for results measurement. He/she is responsible for ensuring the findings are generated, shared, and used at appropriate points in the project cycle. The GM approves decisions relevant to the overall direction of the Impact Management System. He/she is responsible for reporting to donors and disseminating lessons learned to the wider development community.

Tasks and responsibilities:

System Design

- Ensures the design of the Impact Management System incorporates up-to-date thinking on results measurement for private sector development projects
- Ensures that the Impact Management System responds to the reporting needs of donors

- Ensures that the system generates information that is reliable, useful, and practical to collect
- As the programme's strategies change, updates the system to meet any new information needs and ensures that this information is shared

System Implementation

- Approves implementation of special studies and case studies

Reporting

- Approves annual report and semester reports
- Approves case study reports
- Approves special study reports
- Approves the annual aggregation of impact predictions and estimates

Analysis and decision-making

- Oversees the overall composition and strategic direction of the portfolio

Management

- Allocates sufficient and appropriate human resources, financial resources and management support to implement the Impact Management System effectively and efficiently

Communication

- Reviews and approves reports to donors
- Communicates regularly with staff on lessons learned from the field
- Communicate regularly with donors on results measurement issues
- Leads dissemination of the results and lessons of interventions and strategies to the broader development community