

# Overview and Update on the DCED Standard

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**DCED**

The Donor Committee for Enterprise Development

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# Session agenda

- Introduction to the DCED Standard (15 minutes)
- Discussion (15 minutes)



# Why the DCED Standard for results measurement

- **Programme managers** have not been centrally involved in the measurement process.
- The **logframe format** has generally not focused the mind of all concerned on the logic of the intervention, and the measurement of impacts.
- **Evaluators** have struggled to understand complex programmes, and managers have not used evaluation findings.
- Over reliance on **conventional approaches to M&E** such as randomised control trials (RCTs)

# Why the DCED Standard for results measurement

- **Programme managers** have not been centrally involved in the measurement process.
- The **logic of work** is not focused on the logic of measurement.
- **Evaluators** do not understand the complexity of the programme and have not used evaluation findings.
- Over reliance on **conventional approaches to measurement** such as control trials.

A Standard for results measurement designed by practitioners (developed in 2008)

Involve programme managers in the measurement process

Develop a tool to articulate the logic of work

Programme teams lead the measurement process

Focus on good monitoring which can be used to inform evaluation design

Aim at what is 'measurable enough'

# Application of the DCED Standard



- Over 150 projects use the DCED Standard, in more than 50 countries
- Adopted by multiple programmes and agencies in diverse sectors (agriculture, urban, informal markets, housing, financial inclusion, enabling environment).

# Audit to boost credibility of reported results

- An objective assessment of a programme's results measurement system against the DCED Standard
- Optional and confidential (programmes can choose to publish on DCED website if they pass).
- Programmes have shared positive experiences (31 audits conducted).
- Some programme/RM managers involved in an audit have repeated it in subsequent projects

*“a rewarding and valuable learning experience”*

*“confidently recommend the DCED Standard as a practical and useful framework for processes and instruments of monitoring and results measurement in private sector development programs”*

- Katalyst



# What is the DCED Standard

The DCED Standard has seven ‘elements’ that can be summarized in the following three steps:

1. Set out vision and approach

**Element 1: Articulating the theory of change/results chain**

2. Check progress by measuring results

**Element 2: Defining Indicators of change and other information needs**

**Element 3: Measuring attributable change**

**Element 4: Capturing wider change in the system or market**

3. Adjust the approach as required to reach goals

**Element 5: Tracking programme costs and results**

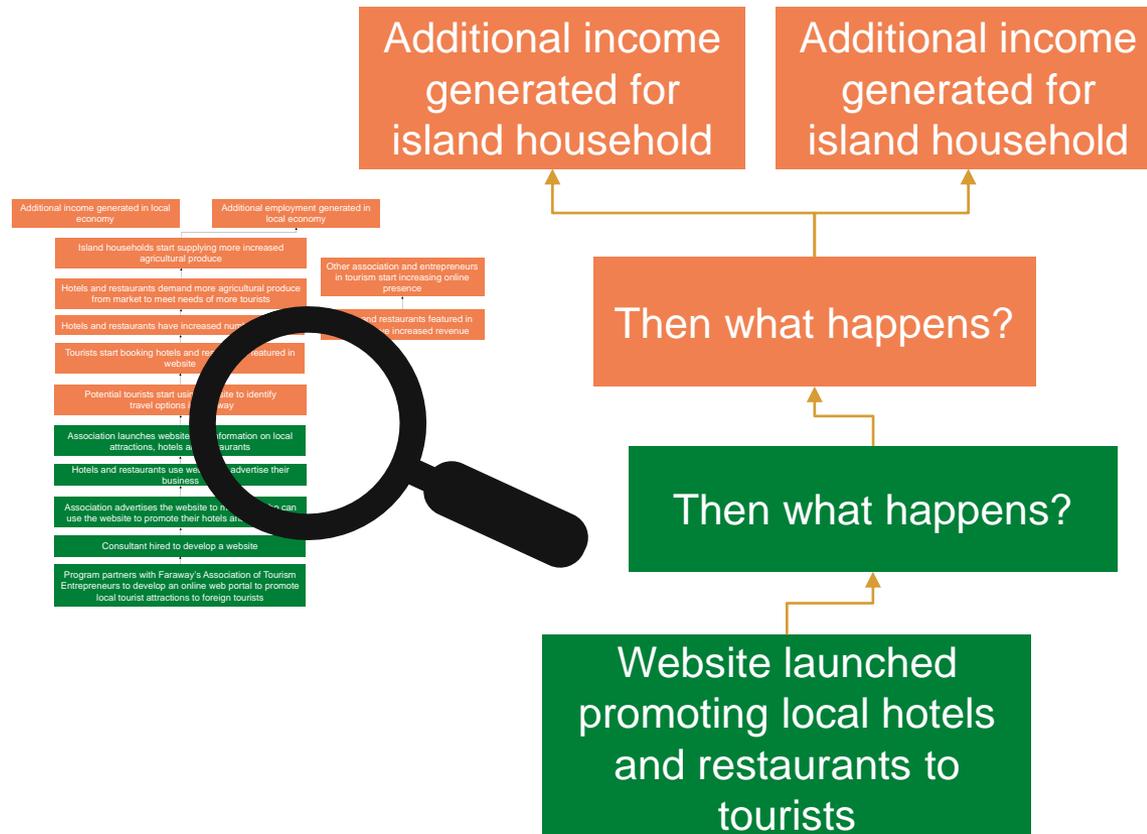
**Element 6: Reporting costs and results**

**Element 7: Managing the system for results measurement**



# Element 1: The results chain

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



## Element 2-3: Defining indicators and measuring attributable change

- Indicators are derived from the logic of the results chain.
- They show if change is happening at every step.
- Qualitative information tells the story of how and why the indicators are changing.
- Assess the extent to which changes were due to your programme

Results chain box	Indicator	How to measure	When to measure	Who will measure

## Element 4: Measuring systemic change

- Systemic changes have three characteristics: scale, sustainability and resilience
- Programmes should gather information about these wider changes using a 'helicopter lens' and an 'intervention lens.'

### **Helicopter lens:**

How is the tourism sector developing?

Are there more tourists coming into the island? What influences that?

Is their local economic growth?

### **Intervention lens:**

Are there more hotels and restaurants advertising on the portal?

Do more tourists use that website?

## Element 5-6: Tracking costs and reporting results

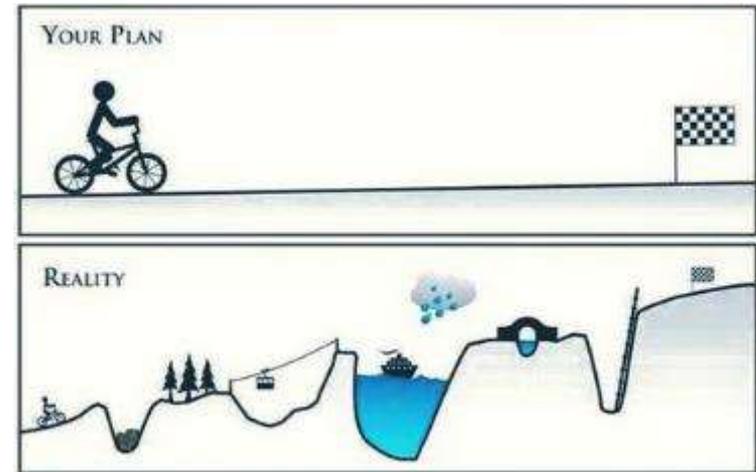
- Costs need to be tracked in order to understand the achievements of the programme.
- Programme should produce a report, at least annually, which clearly and thoroughly describes results to date.



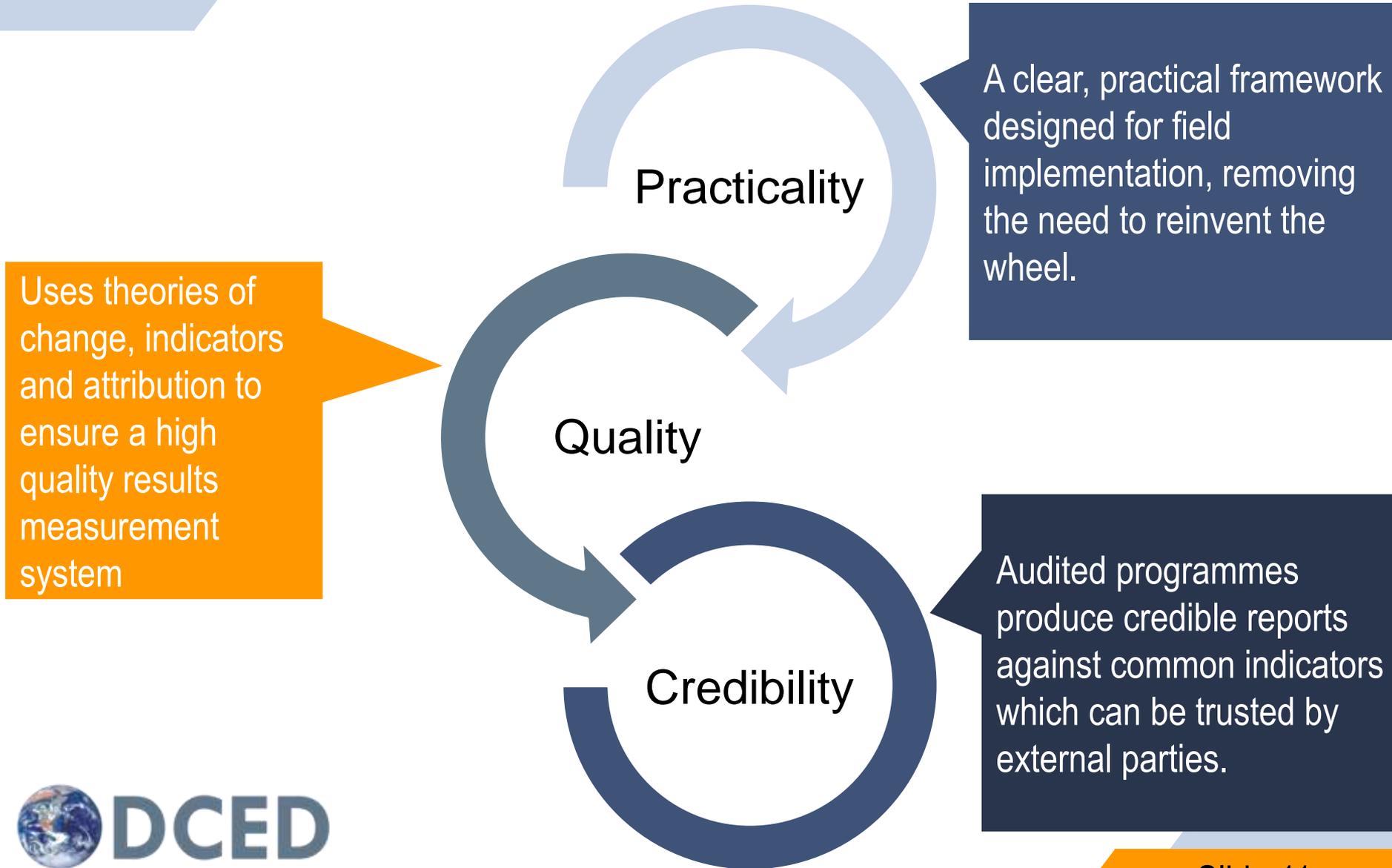
Image taken from Frozen food Europe

# Element 7: Managing the system for RM

- Managing work on the basis of learning: correct, deepen up, scale-up.
- Dedicating resources to ensure appropriate results measurement and use



## Relevance for the donors



## Relevance for the donors

### Practicality

A clear, practical framework designed for field implementation, removing

Uses the change, and attr ensure quality r measur system

*“The DCED Standard for Results Measurement provides an important check on the quality of implementation of our programmes.*

*It provides a framework of widely-accepted good practice in programme management, so that implementers do not have to reinvent the wheel. And it gives us, as a donor, the option of having an external DCED audit of the monitoring system, to enhance credibility.”* Peter Beez, SDC, 2016

### Credibility

against common indicators which can be trusted by external parties.



# Resources on the Standard

## 2. What is an Intervention Guide? (6 min)



For the worked example of an Intervention Guide, click here.

For a blank Intervention Guide template, click here.

## How to Monitor Interventions Effectively: Lessons from PRISMA's Intervention in the Mungbean Sector in Indonesia

Developing the development of smallholder farmers' productivity and improved work. This guide offers a set of strategies for program of market link.



Photo: Anwarudin/PRISMA/ICR



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Map of programmes using Standard

Adam Kessler



Adam is a monitoring and evaluation specialist with experience developing simple, practical results measurement systems for large private sector development programmes. The DCED Standard is an area of particular focus, and he has written guidance on following the Standard and successfully taken a programme through an audit. He has worked on industrial development, agriculture, market systems, and challenge funds. Publications include practical advice for selecting sample sizes, using the DCED Standard in challenge funds, and *Why Evaluations Fail*.

[Click here for Adam's CV.](#) Adam can be contacted [here](#), and is currently based in the UK.



Sample size calculator



Consultants marketplace

Alexandra Mielbradt



Alexandra Mielbradt is a Director of Mielbradt Consulting Ltd, and has over twenty-five years of experience as a consultant, practitioner, trainer and researcher. She specialises in monitoring and results measurement, and joint public enterprise and market development. She is a DCED-approved Auditor.

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DCED Audits



Online advice

Ben Fowler



Ben is a co-founder and Principal at MarketsShare Associates with experience supporting social impact measurement, pro-poor market strategies and the application of the DCED Standard across Africa, Latin America, Asia, the Middle East, Europe and North America. He speaks English, Spanish, French, Portuguese and Swahili, and is a DCED-approved auditor.

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