THE DCED STANDARD FOR RESULTS MEASUREMENT: STILL AN INNOVATION?

INCLUSIVE AND SUSTAINABLE AGRIBUSINESS AND TRADE
ITC STAFF TRAINING GENEVA

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OUTLINE

- What is the Lab?
- Introduction to the DCED Standard
- What is the DCED Standard in practice?
- A practical example, implementing the Standard in Zambia
- Lessons of implementing the Standard after 3 years
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- The lab generates new knowledge on how to use and apply a market systems approach to generate more and crucially better jobs

- The lab does so by partnering with field projects in market assessments, action research, new implementation pathways and impact measurement of market systems interventions

- The lab is funded by SECO
Afghanistan: ‘Road to Jobs’ project (SIDA, ILO)

Guyana: Export value chain analysis (Ministry of Business)

Dominican Republic: Wages on banana plantations (Fairtrade)

Peru: Job quality in forestry and wood furniture action research

Zambia: ‘Yapasa’ project, youth in agriculture (SIDA, ILO)

Mozambique: Youth, construction, tourism, cashew (SIDA)

Tanzania: youth employment (SIDA, One UN)

Vietnam and Kyrgyzstan: Tourism market analysis (SECO)

Cambodia: Jobs impact of rice export project (IFC)

Timor-Leste: “productive employment” measurement (NZAid)

Kenya: ‘Kuza’ youth employment project (DFID, ASI)

India: DCED standard support to SCORE (ILO)

Mozambique: Youth, construction, tourism, cashew (SIDA)
THE DCED STANDARD, WAS A NEW MRM SYSTEM NEEDED?

ISSUES WITH ‘TRADITIONAL’ MONITORING

- Lack of common terminology
- Little objective quality assurance
- Purpose for upward reporting and accountability
- Focused too heavily on activities and outputs alone
- Feedback loops into management often unclear
- Seen as an ‘overhead’ rather than central to good implementation
What is the DCED standard and who uses it?

- An eight part framework for effective results measurement
- Made up of a set of control points and compliance criteria (mandatory/recommended)
- It tells you the HOW, not the WHAT to measure

- Over 150 projects in 55 countries
- Mainly M4P projects in agriculture, challenge funds, skills training and access to finance
- Donors keen on the Standard include DFID, SDC, SECO, SIDA, DFAT

Source: DCED
1. Articulating the results chain
2. Defining indicators of change
3. Good measurement practices
4. Handling attribution
5. Wider change in the system or market
6. Tracking programme costs
7. Reporting results
8. Managing the system

The DCED Standard
Applying the DCED Standard

An example from “Yapasa” in Zambia

- Joint four year UN programme – ILO/FAO
- Soybean and aquaculture sectors
- Implementation with “making markets work for the poor” (M4P) approach.
- DCED mandated by donor, Sida
- Example intervention: pilot contract farming scheme to address smallholder youth farmers’ lack of access to quality soybean inputs and poor production methods
The Results Chain

**Impacts**
- 22.4% improved enterprise capacity
- 66.2% increased seedling production
- 23.1% increased sales per enterprise
- 42.3% decreased input costs
- 21.5% number of new/improved enterprises

**Activities**
- 1) Trained 180 farmers in good agricultural practices
- 2) Trained 30 extension officers in good agricultural practices
- 3) Trained 20 youth in business planning and management
- 4) Distributed 1,200 seeds to participating farmers

**Outputs**
- 5) 35% improved seedling production
- 6) 40% increased sales per enterprise
- 7) 25% reduced input costs
- 8) 20% new/improved enterprises

**Pre-Activities**
- 9) Conducted a needs assessment of farmers in the study area

**Abbreviation Key**
- YAC = Youth Agricultural Cooperative
- DPO = District Public Service
- PRA = Participatory Rural Assessment
- NGO = Non-Governmental Organization

**Notes**
- A series of no-fee training sessions were conducted for farmers, extension officers, and youth.
- The training focused on good agricultural practices, business planning, and input cost reduction.

**Link to Resources for Business**
- Resources are available for further training and support.

**Contact Information**
- For more information, please contact the project coordinator at info@agapasa.com.
The DCED Standard

1. Articulating the results chain
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### The Measurement Plan

Every results chain box... has an indicator... and methods to measure the indicator.

<table>
<thead>
<tr>
<th>Box</th>
<th>Results chain description</th>
<th>Indicator(s)</th>
<th>Measured/Validated (How)</th>
<th>Collected by who</th>
<th>Collected when</th>
<th>Baseline Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Offtaker undertakes technical training needs assessments for soybeans production and designs a training module</td>
<td>1. Quality training module designed</td>
<td>Activity Check/Observation</td>
<td>Module reviewed and discussed with offtaker</td>
<td>Intervention Manager</td>
<td>Nov-14</td>
</tr>
<tr>
<td>9</td>
<td>Yapasu links input supply companies to the offtaker and provides support to set up of quality demonstration plots</td>
<td>1. Number of quality demonstration plots</td>
<td>Observation</td>
<td>Observation of training for quality. Demo record sheets from offtaker for quality operator</td>
<td>Intervention Manager</td>
<td>Nov-14</td>
</tr>
<tr>
<td>10</td>
<td>SHFs have a learning aid within the community</td>
<td>1. Number of farmers that have visited demo plots</td>
<td>Activity check</td>
<td>Host lead farmer will keep a record of all witnessed visitations</td>
<td>Intervention Manager</td>
<td>Nov-14</td>
</tr>
<tr>
<td></td>
<td>2. Number of quality training sessions at the demo plots</td>
<td>Observation/Activity check</td>
<td>Demonstration site record sheets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Offtaker using agirc extension officers provide technical and business training on soy farming (input use, cultivation techniques, business management) to SHFs</td>
<td>1. Content of training determined quality</td>
<td>Observation</td>
<td>Trainings observed fro quality</td>
<td>Intervention Manager</td>
<td>Nov-14</td>
</tr>
<tr>
<td></td>
<td>2. Number of farmers participating</td>
<td>Activity Check</td>
<td>Training record validated by observation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>SHFs understand concept of farming as a business and proper production practices</td>
<td>1. Change in number of farmers with knowledge in good production practices</td>
<td>Informal Rapid Survey</td>
<td>Quick 5 question pre- and post-training survey to 20 SHFs</td>
<td>Intervention Manager</td>
<td>Nov-14</td>
</tr>
<tr>
<td>13</td>
<td>Offtaker offers soybean farming contracts to SHFs</td>
<td>1. Feedback on contractual process</td>
<td>FGD</td>
<td>6-8 SHFs</td>
<td>Intervention Manager</td>
<td>Nov-14</td>
</tr>
<tr>
<td>14</td>
<td>SHFs sign contracts with soybeans outgrower operator (as offtaker &amp; aggregator) and acquire inputs directly through the offtaker</td>
<td>1. Number of contracts signed</td>
<td>Activity Check</td>
<td>Contract record document</td>
<td>Intervention Manager</td>
<td>Nov-14</td>
</tr>
<tr>
<td></td>
<td>Increased use of quality soy farming inputs &amp; Improved soybean production technique by SHFs</td>
<td>1. Change In number of SHFs using quality soybean inputs</td>
<td>Formal survey</td>
<td>Stratified random sample using 95% confidence and 5% error, Treatment: 44 Chibombo, 42 Mporokoso, Control: 44 Kabwe, 42 Lupinzo</td>
<td>MRM team</td>
<td>Nov-14</td>
</tr>
<tr>
<td></td>
<td>2. Reasons for change in use of quality inputs</td>
<td>FGD</td>
<td>2 FGDs of 6-8 participants</td>
<td></td>
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</tr>
</tbody>
</table>
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**Systemic Change**

- **Copying-in:** during production, neighbouring farmers wanted to enter the scheme and those participating expressed interest in increasing the production area.

- **Crowding-in:** other outgrower scheme operators expressed interest in partnering with Yapasa to start soybean outgrowing scheme.
Isn’t this what we always do?

- Standard provides a framework and language based on accepted good practice, with some distinct features:
  - Paper trail
  - Market-wide impacts (inc. displacement)
  - Systematic consideration of causality (impact)
  - Outcomes monitoring
  - External audit

Source: DCED
How do we use the results?

PROVE IMPACT
- Robust reporting

IMPROVE IMPACT
- Culture and systems for feedback

Source: NMDP
What have we learned after 3 years promoting the Standard?

- It has been a more challenging undertaking than initially thought
- Top management buy-in essential
- 1 project has adopted the Standard 2 are on their way
- Big projects: 7 million and above plus HQ support
- Needs a dedicated person. Profile: not your usual M&E officer
- Its the Gold standard for VCD projects: delivers thorough measurement and management information, improves projects
- Think longer term and from the start
- We can offer support over next 3 years
Please follow up with us!

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