



MARKET SYSTEMS  
DEVELOPMENT FOR  
DECENT WORK

# THE DCED STANDARD FOR RESULTS MEASUREMENT: STILL AN INNOVATION?

INCLUSIVE AND SUSTAINABLE AGRIBUSINESS AND TRADE  
ITC STAFF TRAINING GENEVA

MERTEN SIEVERS  
HEAD SME UNIT (A.I.)  
ILO

24<sup>TH</sup> JAN 2017



International Labour Organization

DCED Standard webinar

16 February 2016

[www.ilo.org/taqeen](http://www.ilo.org/taqeen) [www.ilo.org/ihelab](http://www.ilo.org/ihelab)

# 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

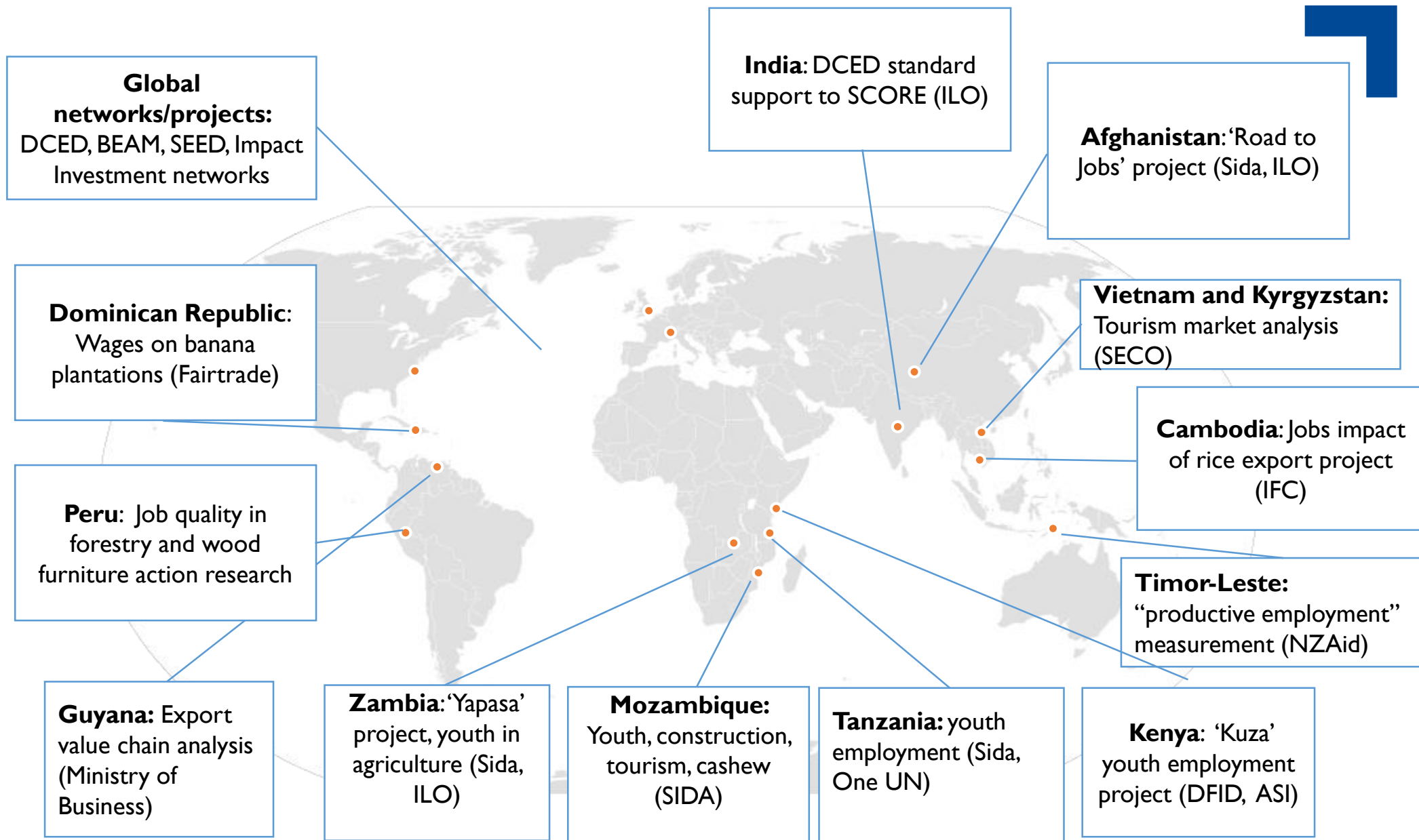
# WWW.ILO.ORG/THELAB

- 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

## Partners and Projects



# 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





# THE DCED STANDARD

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



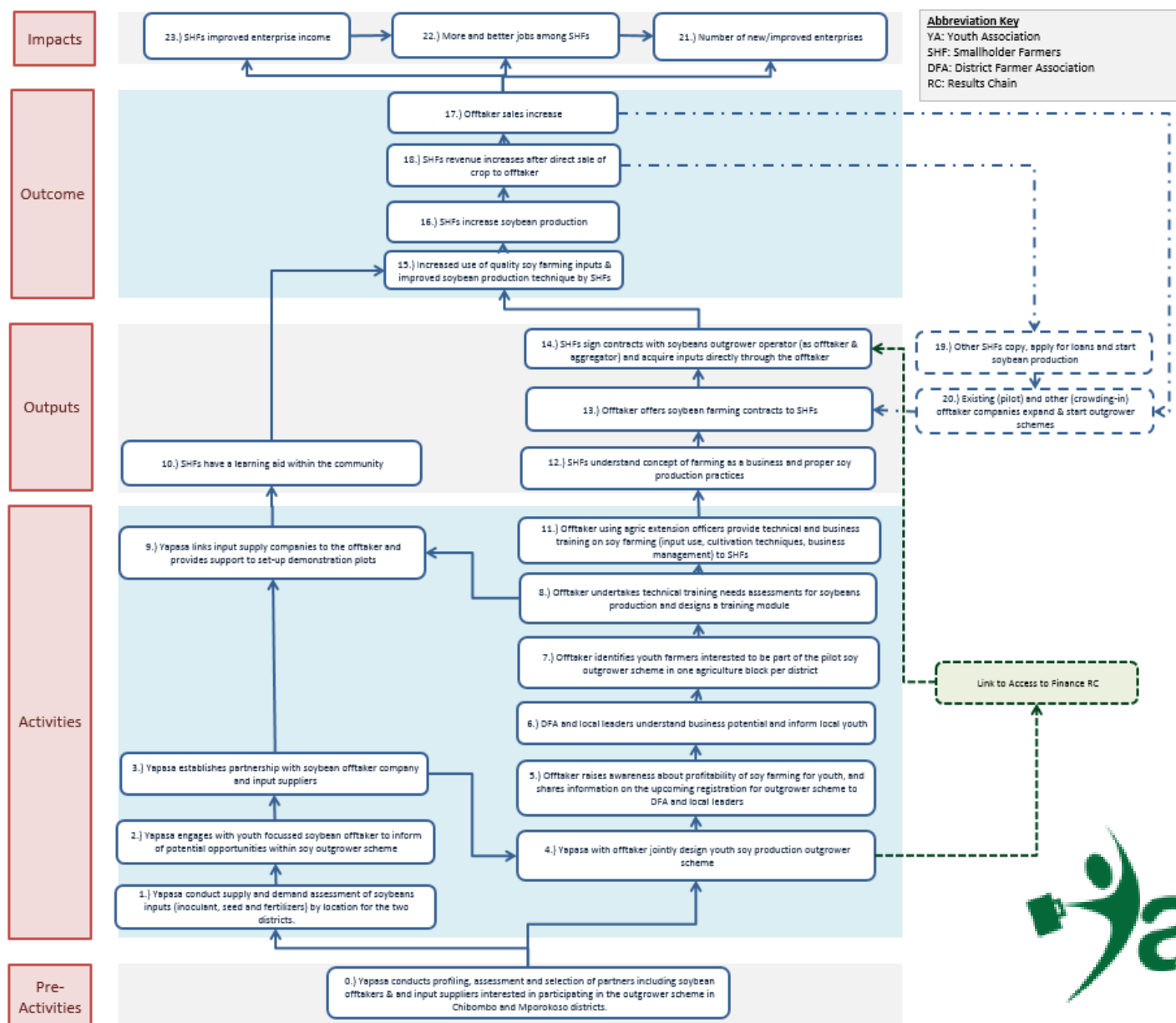
# APPLYING THE DCED STANDARD

## 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



# THE DCED STANDARD

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# THE MEASUREMENT PLAN

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

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

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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

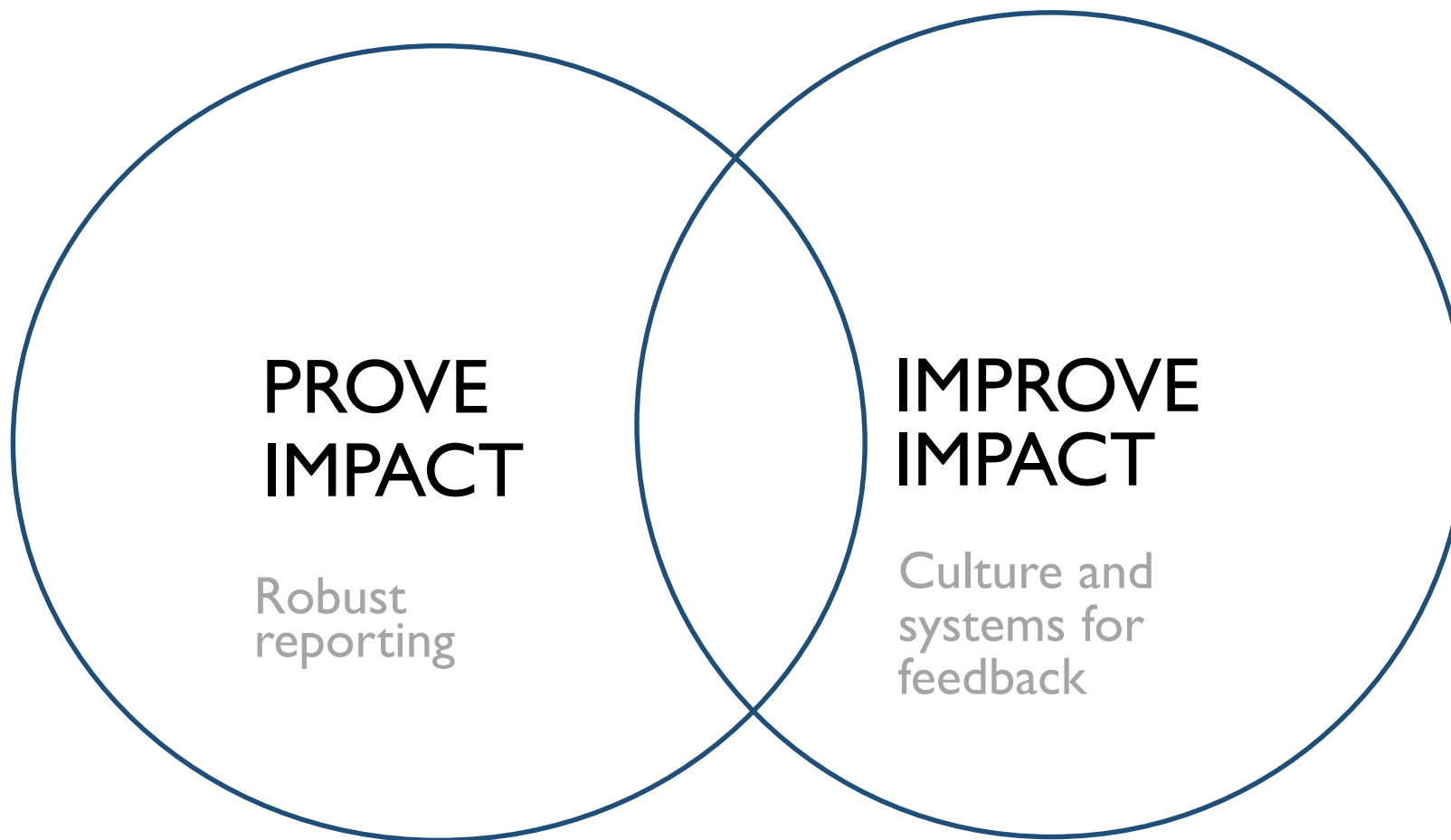
# ISN'T THIS WHAT WE ALWAYS DO?



- 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



# HOW DO WE USE THE RESULTS?



# 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



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# PLEASE FOLLOW UP WITH US!

[thelab@ilo.org](mailto:thelab@ilo.org)



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