

Results Measurement

for Sustainable Private Sector Development



There is an increasing demand for solid results measurement to assess the effectiveness and efficiency of development aid.

[The Donor Committee for Enterprise Development](#) has developed practical guidelines, based on proven good practice, to improve project performance and enables you to communicate credible results.

A pilot three-day course was conducted in Chiang Mai in September 2009, in which 46 participants from 16 organizations participated.

This course offers a five-day program for those who did not participate in last year's program.

Participants

You are working for a **donor** organization and you want *efficient result measurement* and *credible impact* from the programs you are funding. You are a **project manager** who wants to make use of result measurement for strategic *learning and decision-making*. You are an **M&E specialist** looking for practical guidelines *how to conduct result measurement*. You are a **consultant** confronted with questions from clients on *good practice in result measurement*.

A practical system for internal learning and communicating credible results

Course Objectives

By the end of the course you will be able to set up a **practical result measurement system** that can be used for internal learning and decision-making. You will learn how to **translate complex activities into realistic causal impact models** that lead to improved **enterprise performance and poverty reduction**, and how these can be used to predict impact, identify indicators, develop measurement plans and validate your assumptions. You will learn to make tradeoffs between the different research tools, how to analyze results and how **to ensure the credibility of the final result**.

[More information on page 2](#)

Course Outline

Day 1

Background: the rationale for the DCED guidelines
The basics: how to analyze (sections of) the private sector and translate them into strategies & interventions

The backbone: how to translate interventions into causal impact models ("results chains")

Day 2

How to define **indicators** for measuring systemic change and goal level impact
How to work with impact **projections** and assumptions

Day 3

How to select and combine **research tools** to capture results and establish attribution
How to develop and execute **measurement plans**
How to **interpret** results: results measurement as a management tool for learning and strategy

Day 4

How to **aggregate** data in time and project-wide
Overview of the DCED standard: **compliance criteria** and documentation requirements
Practice: apply the methodology to your own work

Day 5

Practice: apply the methodology to your own work
Reflection, action, certificates and closing

Course dates: October 4th – 11th 2010
Location: Kuala Lumpur, Malaysia
Costs: Euro 1,475; 10% early bird discount till July 25th

Organized and delivered by
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The course proceeding depends on a sufficient number of participant (15 to 25)

The DCED Standard

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 of the DCED Standard 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" 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.

Further reading:

- [One-page outline about the DCED Standard.](#)
- [A Walk Through the DCED Standard](#)
- [Frequently Asked Questions about the DCED Standard](#)
- [DCED Standard \(Version V\)](#)
- [Implementation DCED Guidelines](#)

The Standard 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 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

Who is who

[Hans Posthumus Consultancy](#) (HPC).

Hans is active in Private Sector Development since 1986 and pioneered value chain development as early as 2001 at a time when value chain development was not yet embraced by the development agencies as an effective tool for pro-poor economic development. Hans has been involved in the design and review of various private sector development programmes, providing training and coaching of staff. Hans has been actively involved in the development of the Standard of the Donor Committee for Enterprise Development; as consultant, trainer and certified auditor.

Harald Bekkers (Opportunities Unlimited BV).

Harald received a PhD for his thesis on the relevance of business services in an emerging economy. As a manager of the Industry and Rural Sectors Division of the Katalyst market development project, Harald was instrumental in designing and implementing its results measurement system. As an established consultant, Harald focuses on design, evaluation, management and results measurement of M4P projects. Harald has been actively involved in the development of the Standard of the DCEDE; as consultant, trainer and certified auditor.

[Donor Committee for Enterprise Development \(DCEDE\)](#) promotes private sector development (PSD) in developing countries. It provides a forum, in which donor and UN agencies can exchange information about their programmes, and the lessons learned through those programmes. Building on experience, the Committee publishes common guidance for member agencies.