

Results framework for Danida Market Development Partnerships

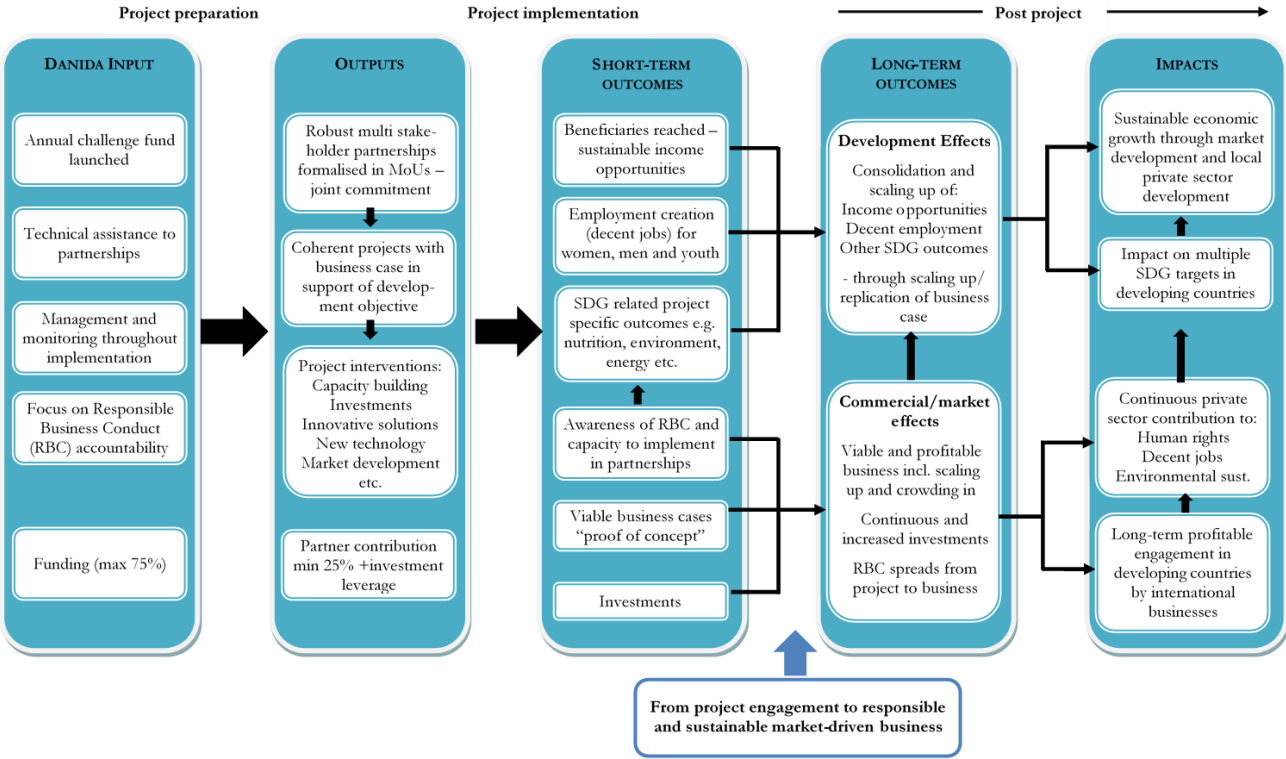
The overall objective of the DMDP is “to contribute to sustainable economic growth in developing countries within the framework of the Global Goals”.

This is a very broad objective especially taking into consideration that no immediate objectives are formulated for the programme. As such, the programme can address a wide range of development challenges, i.e. SDGs. What unifies the DMDP projects, and thus also the results that are foreseen, is that they will all relate to **SDG 17** on partnerships, and that it is a requirement that all partnerships contribute to **SDG 8** on decent work and economic growth.

The overall Theory of Change (ToC) of the DMDP is that:

- **if** Danida provides advisory, managerial and financial support for partly covering the costs of establishing and implementing commercially oriented partnership projects (costs of non-commercial partners)
- **then** these would deliver results such as decent jobs, increased income opportunities, sustainable production systems, low carbon development or other SDG development benefits that ultimately contribute to sustainable and inclusive economic growth and development.

The DMDP Theory of Change is presented in the figure below.



Source: Updated DMDP Programme Document, 2017-2020

DMDP results measurement

DMDP has been established with two levels of results in the DMDP results framework – at the level of the individual projects and at the programme level, i.e. where results from the individual projects are aggregated to the programme level.

A results framework is developed for each individual DMDP project which is sufficiently solid to measure and document the achievements of the individual partnership. Data collection and monitoring is the responsibility of the partners in the individual partnership, typically the administrative partner.

At programme level, an overall DMDP results framework with five key indicators has been developed. This results framework aggregates and thus relies on data reported from the individual projects.

The **five DMDP programme level indicators** are as follows:

Programme title		Danida Market Development Partnerships
Programme objective		To contribute to sustainable economic growth in developing countries within the framework of the Global Goals
Impact Indicator		No impact indicators are defined.
Baseline	Year	NA
Target	Year	NA
Outcome		
Outcome indicators		<ol style="list-style-type: none"> 1 Employment (decent jobs) for women, men and youth 2 No. of beneficiaries with increased income opportunities from improved market linkages 3 Viability of the project’s business case (long-term sustainability) 4 Awareness of responsible business conduct and capacity to work with RBC in the partnership 5 Investment leverage (additional capital raised)
Baseline	Year	No baseline defined
Target	Year	No targets defined
Indicator 1: Employment (decent jobs) for women, men and youth		
<p>Number of full-time equivalent employees as per local definition working under the framework of the project. This includes directly hired individuals and individuals hired through third party agencies as long as those individuals provide on-site services related to the activities of the project. Also, this includes full-time equivalent worked by seasonal, contractual and part time employees. Part-time jobs are converted to full-time equivalent jobs on a pro rata basis, based on local definition (e.g., if working week equals 40 hours, a 24 hr/week job would be equal to 0.6 FTE job). Seasonal or short-term jobs are prorated on the basis of the portion of the reporting period that was worked (e.g., a full-time position for three months would be equal to a 0.25 FTE job if the reporting period is one year). If the information is not available, the rule-of-thumb is two part-time jobs equal a full-time job. Needs to be defined and agreed with each individual partnership.</p> <p>Employment effect will be calculated based on three elements:</p>		

- 1) Existing jobs maintained will be included. If a business has 10 employees when the project starts and 15 when the project ends, the 10 jobs will be counted as jobs maintained. Focus here will be on the degree to which the existing jobs have improved in quality.
- 2) New jobs will be included. If a business has 10 employees when the project starts and 15 jobs when the project ends, five jobs will be counted. This includes full time as well as the full time equivalent of part-time jobs (see above).
- 3) Temporary/seasonal jobs are to be counted. If 4 workers work three months each in a year, it will be counted as one full time position. The results framework will measure increase in use of temporary/seasonal jobs from year one to the year of the closure of the project.

Direct employment is a measure of DMDP contribution to SDG 1: No Poverty and SDG 8: Decent Work and Economic Growth.

Data must be dis-aggregated by gender and age (youth is defined as people below 25 years).

Indicator 2: No. of beneficiaries with increased income opportunities from improved market linkages

The aim of this indicator is to capture the direct and indirect benefits to a larger number of household enterprises/farmers. These benefits cannot be counted as formal jobs (indicator 1) but are none the less important.

It may not always be realistic or feasible to capture in detail the direct and/or indirect benefits (e.g. increase in income). The beneficiaries should have benefitted from improved income opportunities. The work with the first five partnerships will provide more insights on how to define these benefits more specifically and arrive at a realistic level in terms of expectation.

Beneficiaries reached is a measure of DMDP contribution to SDG 1: No Poverty and SDG 8: Decent Work and Economic Growth.

Data must be dis-aggregated by gender and age (youth is defined as people below 25 years).

Indicator 3: Viability of the project's business case (long-term sustainability)

Commercial viability measures whether the DMDP projects have led to sustainable commercial activities in developing countries (not necessarily in the form originally envisaged, could be in another target area/country, with other partners etc but attribution to the support from DMDP should be clear).

Each partnership project will formulate its own target for viability, which can be expressed in quantitative and/or qualitative measures. At the end of the project period, the project will qualify whether this target has been met and the indicator will be reported upon as 'below', 'meets' or 'exceeds' target.

Viability is linked to several of the SDGs depending on the nature of the project, but will always be linked to SDG 1: No Poverty, SDG8: Decent Work and Economic Growth and SDG12: Responsible Consumption and Production.

Indicator 4: Awareness of responsible business conduct and capacity to work with RBC in the partnership

RBC should be reported at an annual basis. Self-assessment on the fulfilment of the five steps is to be provided in annual reports and project completion reports. RBC takes point of departure in the activities of the partnership project - in practice it will depend on the nature of the activities and who is leading the activities.

The DMDP partnerships are expected to work with Responsible Business Conduct (RBC) as a minimum as defined in the below five steps, while extending RBC awareness to local partners:

Step I: An initial screening must be carried out using e.g. the Global Compact Self-Assessment tool or similar.

(Max 2 points)

No initial screening – 0 points
Initial screening - 2 points

Step II: In case significant issues are identified, further and more detailed assessments must be carried out using tools which are benchmarking against international standards and that are internationally acknowledged

(Max 2 points)

No detailed assessment – 0 points
Detailed assessment – 2 points

Step III: Formulate a brief Responsible Business Conduct Action Plan to account for how negative impacts will be addressed and monitored.

(Max 2 points)

No RBC action plan – 0 points
RBC Action Plan formulated – 2 points

Step IV: Establish a system to ensure follow up and continuous improvement, including appointing a person from the key business partner with overall responsibility

(Max 4 points)

No management system – 0 points
RBC responsible appointed – 2 points
And management system in place – 4 points

Step V: Report on monitoring and follow-up of the RBC Action Plan annually in the DMDP Yearly Report.

(Max 4 points)

Not included in reporting – 0 points
Included in reporting – 2 points
Yearly sustainability report published – 4 points

0-9 points Below
10 points Meet (2 points in each category required)
11-16 points Exceeds

Awareness of and capacity to work with RBD is a measure of DMDP contribution to SDG8: Decent Work and Economic Growth and SDG12: Responsible Consumption and Production.

Indicator 5: Investment leverage (additional capital raised)

Investment leverage is tracked to confirm the expected catalytic role after investment is realised.

The investment leverage is calculated as follows: (Total Budget - Danida contribution)/Danida contribution.

The leverage ratio gives an indication on the amount of funds raised per DKK of Danida contribution. In the budget, the minimum requirement is that the partner consortia contributes 25% of total costs. Programme level leverage ratio as per pilot phase budget is 0.98 which indicates that DMDP has raised 98 ører per one DKK contribution of Danida.

Leverage is a measure of DMDP contribution to SDG17 Partnerships for the goals.

DMDP data source, data collection and means of verification

The individual partnership projects are responsible for collecting data at project level. Data for programme level indicators are extracted from annual project reporting to MFA.

Key actors in this respect include:

DMDP secretariat in VBE/Danida: Overall responsible for ensuring implementation of the project and that it is implemented in accordance with requirements, standards and principles for DBF, Danida's AMG and ODA in general. The DMDP secretariat is supported by a process consultancy.

Administrative Partners: 'Project owner' representing the partners in the partnership. Reports to DMDP secretariat continuously during project implementation.