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Monitoring, Evaluation and Learning

Building a rigorous MEL system for a MSD program focused on WEE



Introduction

The **WIN program** was set up in Mozambique to advance women's economic empowerment (WEE), especially among women entrepreneurs, using a Market Systems Development (MSD) approach.

In Market Systems Development, programs work with market actors (private and public sector) to design and test ways to improve the functioning of a market, in a way that benefits a certain target group – in this case, low-income women.

Based on WIN's experience, we developed this guide to help other MSD practitioners working in the area of WEE to design effective Monitoring and Evaluation tools and frameworks.

The tools and frameworks used by WIN for MEL and described in this document integrate the different elements of the DCED Standard.

The guide is part of a four part series on designing, implementing and monitoring impactful MSD programs to advance WEE. The four chapters are: **Sector Selection and Diagnosis, Partner Selection, Intervention Strategy and Monitoring, Learning and Evaluation** (this one).

The information in this guide is based on the Women IN Business (WIN) program, a five year MSD program funded by the Swedish Embassy and implemented by TechnoServe on Women's Economic Empowerment in Mozambique. WIN-specific examples are highlighted throughout, to show how the theory can be put to practice.



For further guidance, contact the Women IN Business team at:

TechnoServe Moçambique

Av. Cahora Bassa 114 - Maputo - Mozambique

T. +258 21 498 437

E. technoserve-mozambique@tns.org

F. [facebook.com/WomenInBusinessMozambique](https://www.facebook.com/WomenInBusinessMozambique)

win-moz.org



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Why is MEL in Market Systems Development different?

MSD programs work with beneficiaries only through market actors (private and public sector) – as such, in addition to monitoring and evaluating impact on beneficiaries, programs must also set up systems to effectively monitor and evaluate impact on market actors.

MSD programs have a strong focus on making lasting changes to the market system, that go way beyond the timespan of the program. As such, programs must also set up systems to effectively capture, monitor and evaluate impact of the program on the market system. This includes partners' incentives to sustain changes introduced by the program, the actual sustainability of those changes, the replication or response of other market actors to the changes. The monitoring system must also capture the existence of external factors that might also be influencing the market system, so it can accurately attribute the program's influence.

In MSD programs, it is common to have several different parallel interventions to address the multiple market constraints low-income people, especially women, face – as such, a consistent, practical but rigorous way to monitor and evaluate the impact of each individual intervention is required, as well as a system to accurately aggregate results across the different interventions.

In MSD programs, several ways to improve the functioning of a market are designed and tested with partners – as they don't always work, it is important that the system focuses on learnings and supports adaptation.

And what type of MEL is needed in a WEE program?

A standard North Star indicator, while measuring much more beneath this

WEE is a complex phenomenon. And as an MSD program, WIN pulls on many levers across its multiple interventions. At the same time, MEL aims to provide standardised quantitative and qualitative measurements to be able to track and report progress. WIN considers WEE to have been achieved when a woman has increased her income or assets or the amount of (safe) assets or income over which she has control. The program then complements this by measuring other elements of WEE in specific interventions.

Capturing nuanced change through observation

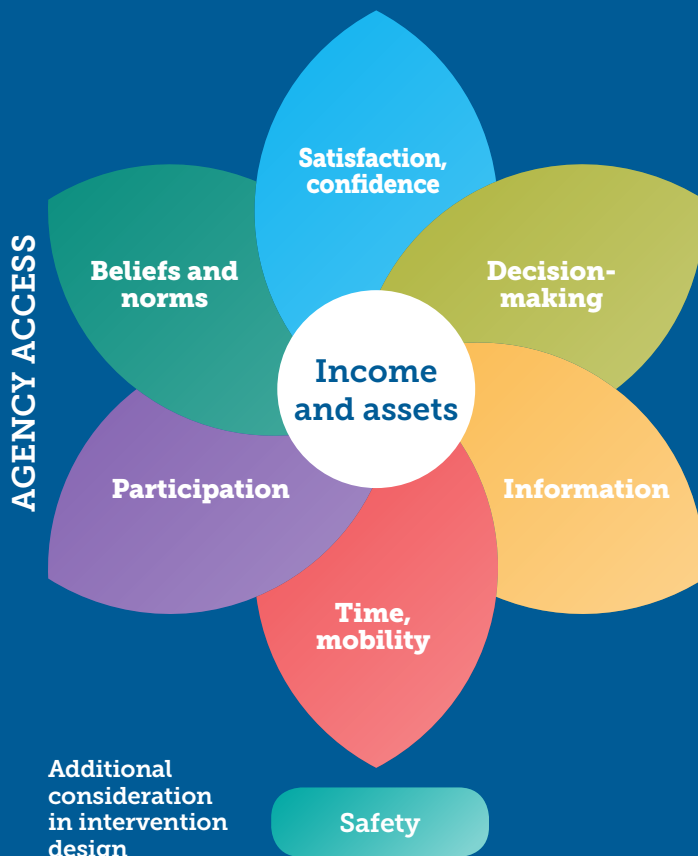
Gender-focused programs seek some change that is nuanced and difficult to measure. WIN works with partners and market actors to improve their understanding of gender phenomena and see women's empowerment as a business opportunity. Capturing changes in how partners talk about gender, their proactivity and interest in new opportunities, and the depth of understanding within the partner organization (i.e. beyond management level) is done through observation and recorded qualitatively (in particular, see section 1.5 - Change Log).

Sex-disaggregated data, including from partners

Data from women AND men is needed as WIN has various interventions that also want to impact men (e.g. their attitudes or perceptions about women entrepreneurs). Also, men are used as a counter-factual to see how a program is benefiting women and men differently. All data points should then be sex-disaggregated - that is, able to state a reality for men and women separately. In a program that relies heavily on partner data, this expectation needs to be clear from the beginning of every partnership. Many companies do not have databases with a complete picture on the sex of each data point (customer, agent, staff member) and may need to provide a workaround.

Incorporating the WEE dimensions into the MEL framework

WIN's seven dimensions of WEE



- ➔ WIN considers seven dimensions of women's economic empowerment (WEE), recognising that WEE is a complex process
- ➔ Income and Assets is the “North Star” dimension. This allows for a standardized way to evaluate the program's impact. As such, in the aggregated program log frame, WEE is the ultimate impact level indicator. A proxy for WEE is *an increase in (safely kept) income, assets and/or in control over income or assets*. Income and/or assets is therefore measured in all interventions
- ➔ Other dimensions are measured at the intervention level. Each intervention's results chain includes boxes that reflect the WEE dimensions most affected by the intervention activities¹
- ➔ Annually, results for the other WEE dimensions can be aggregated across the interventions where they have been measured

¹ To determine which are the most relevant WEE dimensions for an intervention, WIN looks at the intervention activities and outputs mapped in the Results Chain (RC) and reflects how that is expected to affect beneficiaries –E.g. If the intervention is to transfer loan repayments from cash to mobile money, this is expected to affect time and mobility of beneficiaries because they no longer need to do loan repayments in person; if the intervention designed at breaking certain rules and norms of society, this is expected to influence beliefs of beneficiaries and perhaps also their decision-making and/or participation, so these dimensions should be present in the RC

Main goals of WIN's MEL System

The system should:

So the program can:

Ensure regular monitoring of interventions

Track progress against initially defined targets and measure interventions' impact in timely way

Collect relevant, sex-disaggregated data on target group's constraints and their response

Make better informed decisions to address women's constraints, improve implementation and increase impact

Create a historical overview of interventions' objectives, efforts, challenges, results and lessons learned – and share internally and externally



Stimulate market response to the program's activities

Inform future programs with objectives like WIN's (especially WEE-focused programs)

Provide a timely feed of required information

Report internally and externally

WIN's main MEL Tools and Frameworks

Tool	Components	Objective of tool
 <p data-bbox="277 770 440 826">Intervention Guides (IG)</p>	<ul style="list-style-type: none"> <li data-bbox="555 523 1027 579">1.1. Cover Page <li data-bbox="555 587 1027 643">1.2. Results Chain <li data-bbox="555 651 1027 707">1.3. Measurement Plan <li data-bbox="555 715 1027 770">1.4. Targets and Results <li data-bbox="555 778 1027 834">1.5. Change Log <li data-bbox="555 842 1027 898">1.6. AAER Framework 	<p data-bbox="1066 667 1378 754">Store key monitoring and evaluation information for each intervention</p>
 <p data-bbox="300 1182 418 1238">Program Logframe</p>	<p data-bbox="619 1078 976 1190">Sheets from each intervention sector summarising the results achieved against the log-frame indicators</p>	<p data-bbox="1066 1094 1334 1182">Aggregate results of all interventions on overall program indicators</p>

WIN's main MEL Tools and Frameworks as a MEL system

Intervention guides

Program logframe

0

Primary data is collected (and cleaned) for each intervention

1.1

Primary data is stored in the respective intervention's IG

Illustrative

1.2

Primary data for each interventions' indicator is analyzed in the respective IG

Illustrative

2

Overall program results, per higher-level indicator, are aggregated in WIN's logframe file (using IGs as a source for each interventions' results)

Illustrative

3

Intervention management decisions and adaptations are made based on intervention results

4

Portfolio management decisions and adaptations are made based on program logframe results






Components of the Intervention Guide

The Intervention Guide is an Excel file that stores key monitoring and evaluation information for each intervention. It contains several different sheets that are reviewed at set intervals by the Intervention Manager and/or the MEL Officer

PAGE	DESCRIPTION
1.1 Cover Page	Provides an overview of the intervention, as well as important context and considerations relevant to measuring the intervention
1.2 Results Chain	Shows the logic for how the intervention's activities are expected to result in overall impact on women. It is the backbone for subsequent design of the measurement plan and actual results measurement
1.3 Measurement Plan	Lays out what data is needed, and how and by who it will be collected – for each box in the results chain
1.4 Targets and Results	Sets out the targets for each indicator in the measurement plan, and records actual data as it is collected
1.5 Change Log	Records lessons learned and qualitative observations of changes caused by, or relevant to, the program – including changes around gender equality – at the partner and market level
1.6 AAER Framework	The Adopt- Adapt- Expand - Respond framework records signs of systemic change using a standard MSD framework – Adoption and Adaptation of the intervention (by the partner), and Expansion and Response of other market actors to the intervention

1.1 Intervention Guide | Cover Page

General information

 Creator	Intervention Manager
 Reviewer	Supervisor and MEL Officer
 Timing of creation	At intervention design stage
 Periodicity of reviews	When needed
 Main purpose	Context and key considerations for monitoring and evaluation of the intervention

Main items to include

- Brief overview of the intervention
- Part of the market system the intervention aims to impact
- How the intervention results in WEE
- Target beneficiary description and estimated n^o reached/impacted
- Partner(s) name(s), brief description(s) and contribution(s)
- Our program's additionality and contribution to the intervention
- Key intervention assumptions
- Key intervention risks and mitigation plan - including potential unintended consequences for women
- Potential external factors influencing changes of beneficiaries
- Potential external factors influencing changes of partners
- Potential risks of displacement
- Likelihood of overlap with other interventions' beneficiaries

Illustrative

Sector					
Intervention title					
Intervention code		Start date:		Last update:	
Intervention status		End date:		Next update:	
Intervention manager		Monitoring end:			
Location					
Partner 1 name				Partner contribution:	\$ -
Partner 2 name				Partner contribution:	\$ -
Partner(s) description and description of partner contribution					
Description of WIN's contribution				WIN contribution:	\$ -
Target beneficiary description and estimated beneficiary numbers					
What part of the market system is this intervention aiming to influence?					
Overview of the intervention					
How does it result in women's economic empowerment?					
How is WIN's involvement additional?					
Environmental impact of intervention					
Key assumptions (link to the RC boxes as much as possible)					
	Key Risks		Mitigation plan		
Potential external factors Influencing changes of beneficiaries					
Potential external faster nfluencing changes of partners					
Does this intervention result in displacement?					
Overlap possibility - List of interventions with similar geographic reach, with possibility of overlap					

Key tips

Intervention Assumptions

- Ask yourself, for each stage of the results chain, what assumptions are made to go from one box of the results chain to the next one and reflect whether these assumptions are reasonable and there is evidence to back them up and record them in the cover page
- Review the assumptions and results chains regularly to check if expected impacts are flowing according to expectation or if any of the assumptions did not hold true; if any of the assumptions did not hold true record learnings and adjust intervention as needed

Potential risks of displacement

- Program support to one market actor or group should not result in “displacement” of others (e.g. taking away demand for products or reducing access to limited resources)
- Look for interventions in sectors/activities where there is significant potential for growth and/or where there is more demand for the product/service than the market can supply
- Gather information informally during the intervention to monitor potential displacement, e.g. through regular interactions with beneficiaries, service providers, government agencies, community representatives and partners

Potential external factors influencing changes

- Ask yourself and record in the cover page of your IG potential external factors that might influence changes of your beneficiaries and partners, bearing in mind that your interventions happen within complex systems
- Map out if there are other WEE programs working in the same geographic area or if there are any governmental initiatives in place to address any of the WEE dimensions
- Monitor external factors throughout the intervention and factor these in to calculations so that results from unrelated external factors are not attributed to the program






Likelihood of overlap

- Map out all program’s interventions in terms of sub-sector and geographical area as overlap is most likely when a program has multiple interventions in the same sub-sector or in different sub-sectors but in the same geographical area also with women beneficiaries
- Measure overlap where it seems significant, which can be assessed by asking women if they have been benefiting from other program’s interventions
- Discount that overlap in aggregated program reporting



1.2 Intervention Guide | Results Chain (RC)

General information

	Creator	Intervention Manager
	Reviewer	Supervisor and MEL Officer
	Timing of creation	At intervention design stage
	Periodicity of reviews	At least annually
	Main purpose	Diagram of how activities planned are expected to lead to ultimate impact desired for the intervention/ program

Main items to include

- Key intervention activities (to be executed by your program)
- Key intervention/partner outputs (activities to be executed by your intervention partner and its outputs)
- Sector-level/ beneficiary outcomes (results expected at sector and beneficiary level, from your program's and partner's activities) - highlighting the several women's empowerment dimensions expected
- Ultimate intervention impact (usually main program goal)

Illustrative



Key tips

- Start your RC by mapping the planned activities and working up until the desired ultimate impact
- Include in the RC not only boxes relating to the desired changes towards WEE (boxes to be placed at the sector-level/outcomes level of the RC) but also boxes relating to the required changes of partners (boxes to be placed at the output level of the RC)
- Include at least one box showing what could be your partner(s)' incentive(s) for sustaining the new practices introduced by the intervention in the future, bearing in mind one of the main goals of a WEE-MSD program is to improve how market systems work for low-income women in a sustainable way (box to be placed at the output level of the RC)
- Add also in the results chains at least one box around potential replication of the intervention activities by partners' competitors and/or at least one box on how you expect other market actors to respond to the intervention in a way it benefits the market system (boxes to be placed at the sector-level/outcomes level of the RC)
- Check if the results chain includes the most relevant WEE dimensions addressed by the intervention, in addition to increases in income or assets - this can include for example increased control over income or assets, increased confidence, increased time and mobility, etc. (specially for women focused programs) (boxes to be placed at the sector-level/outcomes level of the RC)
- Add for each box of the results chain the expected date in which output and outcomes are expected to occur
- Review the results chain to ensure that the 'step' from one change (box) to the next is small, with minimal assumptions involved, as the results chain is one of the instruments that helps programs credibly claim if impact level changes were due to its' (or its partners') activities
- Plan to measure change for every box of the RC by setting up indicators for every box (in your measurement plan)



1.3

Intervention Guide | Measurement Plan

General information



Creator

MEL Officer



Reviewer

Intervention Manager and Supervisor



Timing of creation

At intervention design stage



Periodicity of reviews

When needed



Main purpose

Plan how, when and by who data will be collected and analysed to measure results

Main items to include

Elements for each box of the results chain:

- Key research questions
- Key quantitative and qualitative indicators
- Means of verification/ Key data sources
- Responsible for data collection
- Frequency and/or timing of data collection
- Sample size (if applicable)
- Attribution plan/ strategy

Illustrative

Level	Box #	Box Description	Research question	Quantitative indicator	Indicator definition	Qualitative indicator	Means of verification/ Data source Sample	Sample Size/ sampling	Frequency of data collection	Responsible for data collection	Attribution plan (if relevant)
Impact											
Sector level outcomes											
Intervention output											
Activities											

Key tips

Means of verification/ Key data sources

- Set up, right at intervention design stage, a template of information you would like your partner to provide you, validate with the partner if he/she can indeed provide you with that information and ask the partner to fill in the template regularly
- Make explicit in the partnership agreement the commitment of the partner to share data, including sex-disaggregated data
- Collect the remaining information mostly from beneficiary surveys
- Collect sex-disaggregated data for all indicators relating to people (unless there is a very strong reason why not)

Finding and accessing beneficiaries to survey

- Find and access beneficiaries to survey through your implementation partners
- Consider whether it makes more sense for the program or the partner to collect the data. The partner may have easier access e.g. by using its call center or field teams to survey the beneficiaries but it could bias responses
- Consider the best times and places to find women, who are often harder to reach due to competing demands on time.
- It is often best to use female interviewers for women respondents, especially if the subject matter may be considered sensitive
- Use interviewers who speak local languages to increase reach and response accuracy - especially for women






Attribution plan/ strategy

- Make explicit in the measurement plan of each intervention guide your attribution strategy for the intervention, bearing in mind that interventions are happening within a wide and complex system, with lots of changes occurring independently of the program's actions
- The following strategies can help sustain claims of attribution of impacts to your program:
 - ▶ Use of counterfactuals or control groups
 - ▶ Use of before and after analysis (baselines vs. endlines)
 - ▶ Use of open-ended or qualitative questions in surveys (so that beneficiaries can explain the reason for certain actions they took or impacts they reported)
- When measuring attribution is too challenging, measure contribution instead (and report this separately) - Contribution does not seek to divide up the total impact measured, but recognizes that the program is jointly responsible for the results with others



1.4 Intervention Guide | Targets and Results

General information

	Creator	MEL Officer & Intervention Manager
	Reviewer	Supervisor
	Timing of creation	Targets: At intervention design stage Results: During implementation
	Periodicity of reviews	Targets: At least semi-annually Results: At least quarterly
	Main purpose	Set out targets and record actual quantitative results for each box of the results chain

Main items to include

Elements for each quantitative indicator of the measurement plan:

- Quantitative target per indicator
- Actual results per indicator
- Related logframe indicator (if applicable)
- Links to supporting evidence

Key tips

Targets

- Define targets or projections for each quantitative indicator at the outset of the intervention – this will guide the implementation team during intervention implementation
- Define targets for women and men separately (targets for men may not be as relevant)
- Document rationales and assumptions used for target definition in case these need to be reviewed during implementation (especially when targets are not being met and the team needs to understand why)
- Involve the partner in the definition of targets in order to validate some of your assumptions and ensure there is also ownership and commitment of the partner towards those defined targets

Actuals

- Schedule and hold regular monitoring meetings with the implementation team to be able to record results
- Ensure results are recorded for women and men separately (sex-disaggregated)
- Monitor whether actuals are aligned with targets and when they are not, ask why, learn and adjust

Supporting evidence

- Add raw data sheets to the intervention guide as needed, to ensure all results recorded in the intervention guide are easily traceable (e.g. databases of completed questionnaires with beneficiaries)
- Add a link to other supporting evidence for all other results recorded in the intervention guides which are not supported by data in raw data sheets – these may be links to field-trip notes or reports, partner meeting notes, partner reports, etc.

1.5

Intervention Guide | Change Log

General information



Creator

Intervention Manager and MEL Officer



Reviewer

Supervisor



Timing of creation

During implementation



Periodicity of reviews

At least quarterly



Main purpose

Records lessons learned and qualitative observations of changes caused by, or relevant to, the program

Main items to include

- Key activities of the period
- Key challenges, lessons learned and adaptations made to design/ implementation as a result
- Unexpected changes observed for beneficiaries
- Key changes observed at partner-level
- Key changes observed at system-level

Illustrative

		Q1 2020	Q2 2020	Q3 2020	Q4 2020
1	Key activities of the quarter				
2	Key challenges faced and lessons learned on the intervention and adaptations made to the design/implementation strategy as a result				
3	Unexpected changes observed for beneficiaries				
4	Key changes (namely unexpected) at the partnerlevel (What are partners doing differently during/after engagement with WIN? Which changes in partners' behaviours, attitudes, beliefs?)				
5	Key changes (namely unexpected) at the system-level/ market-level				

Key tips

Unexpected changes for beneficiaries

- Monitor for unexpected positive or negative changes for beneficiaries by:
 - ▶ Gathering information informally, through interactions with women and men, service providers, government agencies, community representatives and/or partners
 - ▶ Allowing and recording “other” responses for qualitative questions in midline or endline surveys (to allow different responses to the ones the implementation team predicted)
 - ▶ Adding open-ended questions such as ‘Which other impacts or changes did you feel in your business or your life as a result of this intervention?’ in midline or endline surveys
- Pay particular attention to unintended consequences for women, including male retaliation

Key changes at system-level






- Record whether the market system seems to be changing towards the program’s theory of change – e.g. the market is providing women more quantity, variety, quality, reliability, etc. And whether the program seemingly contributed towards this change or it happened organically
- Record signs of whether the market is becoming more gender-aware (understanding how men and women’s preferences and challenges differ) or gender-inclusive (tailoring solutions to include both women and men)

Key changes at partner-level

- Record what partners are doing differently since they started engaging with your program and try to understand what can be reasonably attributed to the program – E.g.:
 - ▶ Progress of the partner towards internalizing partnership objectives and approach to reach and serve women
 - ▶ Progress towards seeing the business case for investing in reaching women (rather than seeing the partnership activities as a CSR initiative or a path towards donor funding)
 - ▶ Signs the partner is becoming more gender-aware (understanding how men and women’s preferences and challenges differ) or gender-inclusive (tailoring solutions to include both women and men)
 - ▶ Whether the partner is becoming more proactive in conducting own research, namely to understand better women as a target market to be able to better tailor its products or services to them or to collect feedback about the impacts of its products or services
 - ▶ Whether the partner is investing time and/or resources or developing internally the required skills to sustain or expand the changes after pilot ends

1.6 Intervention Guide | AAER Framework¹

General information

 Creator	Intervention Manager and MEL Officer
 Reviewer	Supervisor
 Timing of creation	Expected AAER: At design stage Actuals AAER: During implementation
 Periodicity of reviews	At least quarterly
 Main purpose	Record signs of systemic change ²

Main items to include

Elements for each quantitative indicator of the measurement plan:

- Signs of partner adopting changes proposed by the program
- Signs of partner sustaining or expanding changes
- Signs of competitors replicating partner's change
- Signs of other market actors responding to changes
- Key information sources of changes recorded
- Approximate dates of changes observed

¹ Adopt-Adapt-Expand-Respond framework (See more details on the next slide)

² Achieving sustained market changes is the ultimate goal of MSD interventions/ programs therefore positive results on beneficiaries and partners during the timespan of each intervention alone is not enough as a measure of success of a MSD program

Illustrative

Adapt		Respond	
Signs of change	Information source	Signs of change	Information source

Adapt		Respond	
Signs of change	Information source	Signs of change	Information source






Key tips

- The AAER framework helps the team track the changes brought about by your program to the market system, particularly those changes that benefit women. Use the framework to assess:
 - ▶ Whether the partner is adopting the pro-women changes through the program ('Adopt')
 - ▶ If the partner is sustaining and even improving on the changes introduced by the intervention ('Adapt')
 - ▶ Whether competing businesses are replicating that change ('Expand') and/or
 - ▶ Whether other organizations (other than WIN's partners or partners' competing businesses, e.g. investors or gov. institutions) introduce changes in response to the intervention ('Respond')
- Plan and document, at intervention design stage, what the AAER of your intervention should look like
- Record, during implementation, actual signs of change observed and compare it against the initially expected AAER drafted for learning and defining required actions
- Include, for each sign of change recorded in the actual AAER framework, the date in which the sign was first observed and the key information source of that change - Key information sources can be the target group, the partner(s) and/or other stakeholders or actors in the system such as partner suppliers, competitors, public agencies or organizations involved in the market system
- Include post-partnership monitoring in the partnership agreement (in addition to monitoring during the partnership) for sustaining to be measurable. This can be done for example through informal quarterly qualitative interviews with the partner
- Be clear with the partners, from the outset of the partnerships, that one of the program's goals is to facilitate WEE throughout the market system, not just to support their business, so that potential future collaborations with competitors do not come as a surprise
- Build good relationships with all market actors (not just formal partners) so that you are trusted and seen as a neutral market facilitator, to be able to effectively get information from them - by meeting with them regularly, sharing market research studies, offering connections to others, etc.



2 Logframe document

General information

 Creator	MEL Officer
 Reviewer	Program Director
 Timing of creation	During implementation
 Periodicity of reviews	At least quarterly
 Main purpose	Aggregate program's results

Main items to include

- Summary of program results per key logframe indicator
- Detailed results achieved per intervention
- Program targets for each key logframe indicator
- Key sources of information per logframe indicator
- Definitions of logframe indicators

Illustrative

Level	Description	Key Indicators	Target 2022 (LOP)	Target 2021	Targets 2020	Targets 2019	Cumulative actual total	Total 2019	2019				2020				
									Q1	Q2	Q3	Q4	Total 2020	Q1	Q2	Q3	Q4
Impact	Increased income generated by women-owned micro-enterprises in Mozambique	Nº of women who have greater economic empowerment	5.000	2.600	1297	90	27866	0	0	0	0	0	0	0	0	0	0
		Average income increase per woman	10%	10%	11%	15%	15%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		Nº of women who increase their incomes	5.000	1.500	807	90	21319	0	0	0	0	0	0	0	0	0	0
Outcome	Increased performance of women-owned micro-enterprises	Outcome Indicator 1.1 Nº of women increasing their business performance (eg. sales, efficiency, reduction in costs)	4.500	1.000	2.140	90	26371	0	0	a	0	0	0	0	0	0	0
		Outcome Indicator 1.2 Number of women adapting improved business practices	5.000	1.500	2.140	90	58	9	22	0	0	0	0	0	0	0	0
		Outcome Indicator 1.3 Nº of new jobs created for women	750	300	46	9	2553	0	0	0	0	0	0	0	0	0	0
		Outcome Indicator 1.4 Nº of private sector and other partners responding to changes introduced by the program in a way that benefits women	2	1	0	0	1	0	a	0	0	0	0	0	0	0	0
		Outcome Indicator 1.5 Nº of private sector and other partners sustaining or expanding a change introduced by the program in a way that benefits women	10	5	0	3	5	0	a	0	0	0	1	0	1	0	0
Output	Systemic constraints to entering and growing women-owned micro-enterprises are addressed	Output Indicator 1.1 Nº of women accessing new information or services as a result of program activities	175.000	160.000	15000	130	463.661	10	0	0	0	10	70.603	62	46	2.021	68.474
		Output Indicator 1.2 Nº of policies, rules or norms shaped or changed as a result of program activities	5	3	2	0	6	0	0	0	0	0	1	0	0	1	0
		Output Indicator 1.3 Nº of private sector and other partners working with the program in a way that benefits women	34	29	20	7	32	14	3	5		4	14	4	10	2	-2
		Output Indicator 1.4 Amount of finance or investment mobilized in support of initiatives to benefit women	\$500000	\$300.000	\$304.190	\$50.000	\$550.269	\$14320	\$-	\$2160	\$4.000	\$8160	\$128.423	\$12.400	\$-	\$86.434	\$29.589

Key tips

- Add in the intervention guides (measurement plan sheet), information as to which of the intervention-specific indicators will be aggregated for the overall program's logframe indicators (as each intervention can be unique and have its own set of indicators)
- Draw results for the logframe document from individual interventions via links to the results recorded in the individual intervention guides, to ensure results recorded in the logframe document are easily traceable
- Design a simple dashboard for the key logframe indicators to enable your team to easily visualize what you have already accomplished in terms of program targets at different points in time of program implementation
- Discount, if necessary, when aggregating reach and impact of different interventions, potential overlap (double counting) in beneficiaries between different program interventions



Other Tools and Frameworks used | DCED Standard

01 WIN designed its MEL system in a way it integrates the different elements of the DCED Standard ¹

02 The DCED Standard has several control points, each with a set of compliance criteria (check next slide for additional resources)

03 WIN's MEL system prioritizes complying with all the 'M=Must' criteria first but also strives to comply with all the 'R=Recommended' ones

04 WIN also considers any recommended criteria related to gender or systemic change as 'M=Must' criteria (though DCED does not necessarily do so)

05 To assess the robustness of its MEL system and its compliance with the DCED Standard, programs can be subject to DCED audits

Main control points of the DCED Standard



¹ Standard designed by the Donor Committee for Enterprise Development (DCED) | Note: Tracking and reporting costs was not highlighted in this tool as this is not something particular for MSD programs



Resources

Internal resources

Sector selection and analysis tool

Accessible via [this link](#)

Partner selection tool

Accessible via [this link](#)

Intervention strategy tool

Accessible via [this link](#)

MEL templates

Accessible via [this link](#)

External resources

The Donor Committee for Enterprise Development (DCED)

Accessible via [this link](#)

BEAM Exchange

Accessible via [this link](#)

Market Systems Development (DevLearn)

Accessible via [this link](#)

Springfield Centre – AAER framework

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Appendix | Examples of MSD interventions by WIN

	Intervention #1	Intervention #2
Intervention Partner	ANEP ¹ (Public-sector actor)	MZ Nyeleti (Private-sector actor)
Intervention high-level description	<ul style="list-style-type: none"> ➔ Support ANEP in reviewing and implementing a new 'life skills' curricula, to be taught to every student enrolled in professional education in Mozambique ➔ Key topics to be included in the new curricula: creating and managing a small business and social and gender norms 	<ul style="list-style-type: none"> ➔ Support MZ Nyeleti to identify, 'recruit' and sustain additional women clients, to be provided with float for their M-Pesa businesses
Intervention Beneficiaries	<ul style="list-style-type: none"> ➔ Low-income students of public technical and vocational training centers 	<ul style="list-style-type: none"> ➔ Low-income M-Pesa agents
Part of the market system we are aiming to improve	<ul style="list-style-type: none"> ➔ Access to relevant information ➔ Rules and norms 	<ul style="list-style-type: none"> ➔ Access to financial services

¹ National Authority of Professional Education in Mozambique

For more information, please visit:
www.win-moz.org



TechnoServe
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Connect with us:

technoserve-mozambique@tns.org
[facebook.com/WomenInBusinessMozambique](https://www.facebook.com/WomenInBusinessMozambique)
win-moz.org
+258 21 498 437

TechnoServe Moçambique
Av. Cahora Bassa 114 - Maputo - Mozambique