

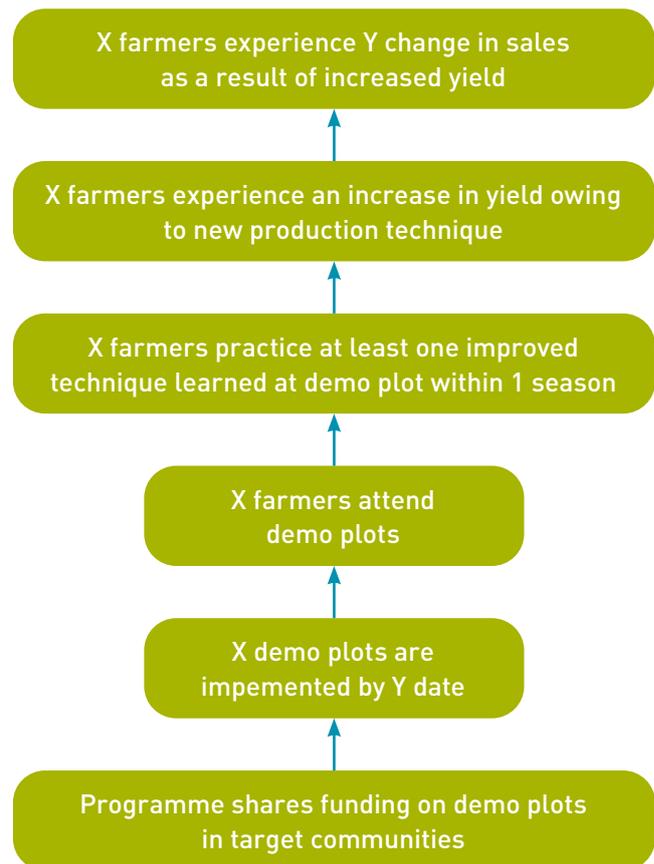
Sida's Market Systems Development (MSD) Toolbox provides background information as well as a simple set of tools and guidelines on how to adopt an approach which prioritises scale and sustainability of impact for poor and disadvantaged people. This approach has become a priority for Sida in recognition of the need to increase the long-term impact of Swedish development cooperation.

The primary intended users of this toolbox are Sida's partners, who are encouraged to utilise the tools and principles in their collaborations with Sida, especially when applying a systems approach. The toolbox is not intended to be exhaustive as MSD is a comprehensive approach and should be considered as an entry point to further learning.

MEASURING RESULTS AND ADAPTIVE MANAGEMENT

Measurement is central to MSD programmes. As MSD programmes do not predefine many aspects of the programme design, evidence of what is working is key to adaptation and improvement to work towards those few pre-defined measures of success.

An important tool for programme to use is the results chain. Result chains outline the logical steps between a programme intervention and the intended outcome with indicators at each stage to demonstrate whether or not the theory of change is holding. The results chain will include a measurement plan showing when each indicator will be measured and how. This will be integrated into the programme management structure so that, if indicators are not achieved, there is a system in place to adapt interventions accordingly. This diagram represent a linear and simplified results chain, but much more guidance can be found through the Donor Committee for Enterprise Development (DCEd) who also offer a accreditation system for monitoring systems.



It is important to integrate considerations of systemic change into programme measurement and, here, utilising the AAER framework can be useful in considering how the programme intervention is progressing towards scale and sustainability and developing measurements accordingly.

While measurement is a key part of adaptive management, the role of adaptive management in MSD programmes goes beyond that and extends to all aspects of programme decision making. Responding to changes in programme performance, donor priorities, development needs, and changes in context, MSD programmes can change any aspect of the programme including the choice of sectors, geographies,

and staffing structures across the programme lifespan. It is important for programmes to build this into their programme management systems through regular portfolio reviews. Sida will also build this into their own reporting and programme review cycles through annual and mid-term reviews and programme evaluations.

FURTHER READING

[The BEAM Exchange](#)

[The DCED Standard](#)