



# Welcome to the DCED Global Seminar on Results Measurement

Jim Tanburn, Coordinator  
Donor Committee for Enterprise Development  
Bangkok, Monday 14<sup>th</sup> March 2016



# Donor Committee for Enterprise Development

The DCED is a **Global Forum** of 22 donor and development agencies working together to increase the **effectiveness of private sector development (PSD)** in developing countries by:

- **Exchanging experience** on current practice, new trends;
- **Synthesising knowledge** on what works; and
- **Developing common guidance** on effective practice



## Overview of this session

- How did we get here? Introductions
- What the DCED Standard is (and is not)
- Who uses it?
- Who is in the room?
- Big issues: PSD, debates...
- Elements in the Standard
- About the DCED's knowledge offer (Melina)
- A walk through the three days





## How did we get here? Introductions

- 1998-2007: Not as many results as we would like
- 2008: Series of Seminars on RM, with field managers and experts; Standard is launched!
- Taken on by the Results Measurement Working Group, programmes, consultants and Secretariat
- Series of training courses, Seminars etc.
- Now on version VII (April 2015)

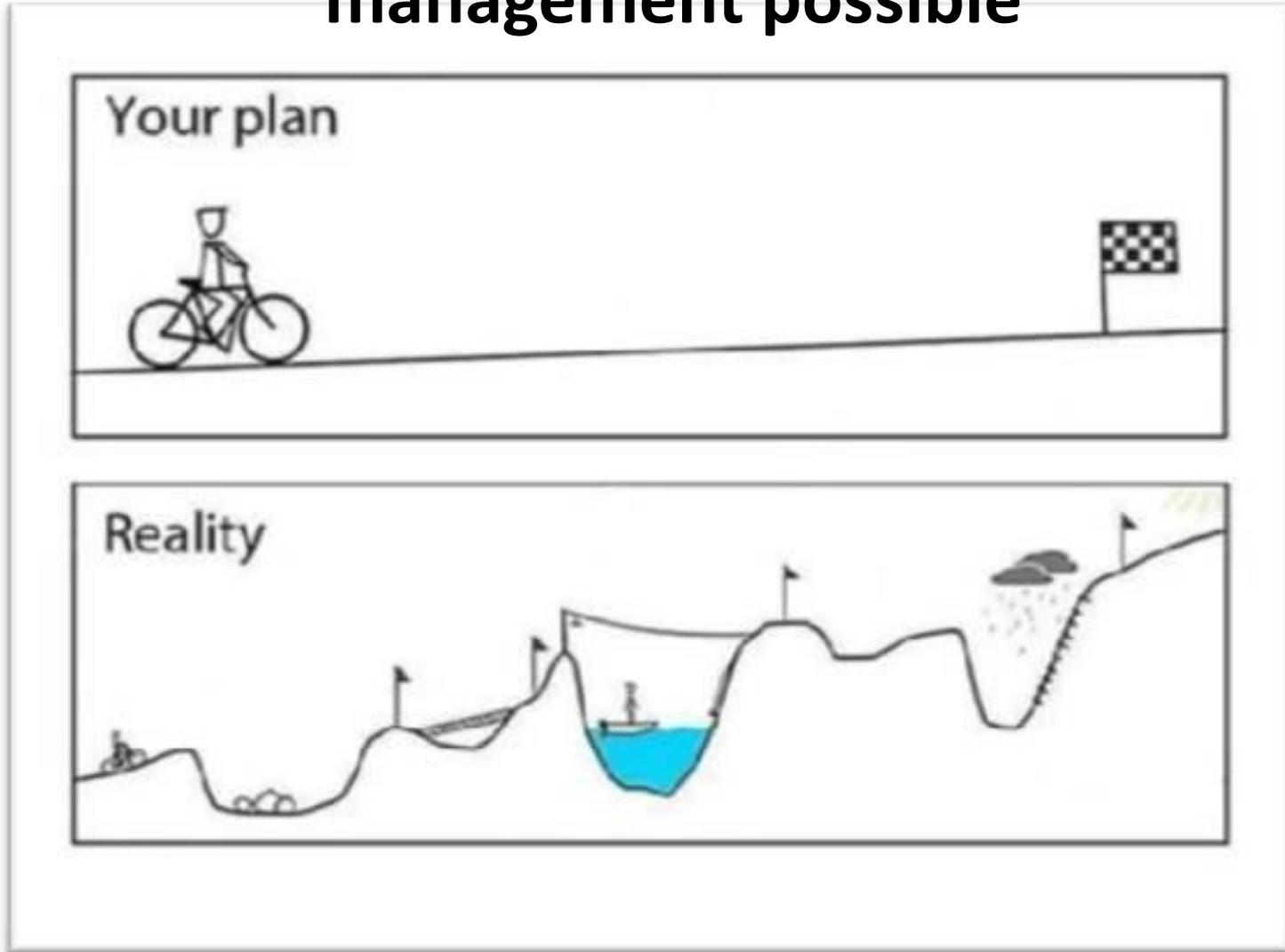


## What the Standard is

- A framework for monitoring results: theory-based, mixed methods, using good practice
- Helpful for adaptive management, if used in a flexible way
- A measurement process
- Can be audited
- Supported by a large community of practice

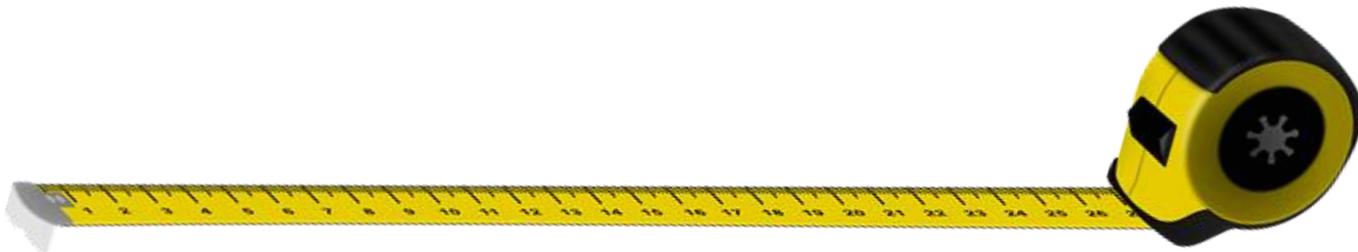


# Knowing what is working (or not) makes adaptive management possible



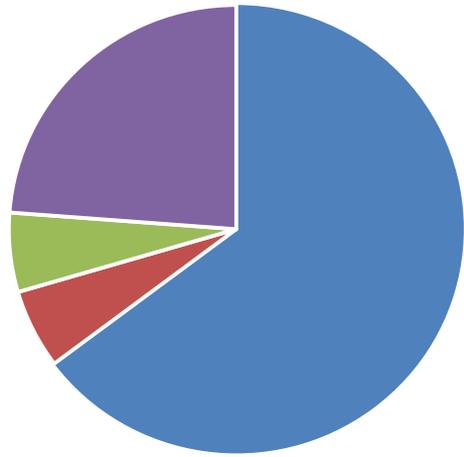
## What the Standard is not

- An evaluation tool or panacea
- A rigid methodology
- Exclusively focused on PSD
- A list of indicators
- A substitute for measurement expertise
- A checklist of bureaucratic tick-boxes



# Who uses the Standard?

- 100 programmes in > 50 countries, > \$1bn
- Useful map for peer learning!

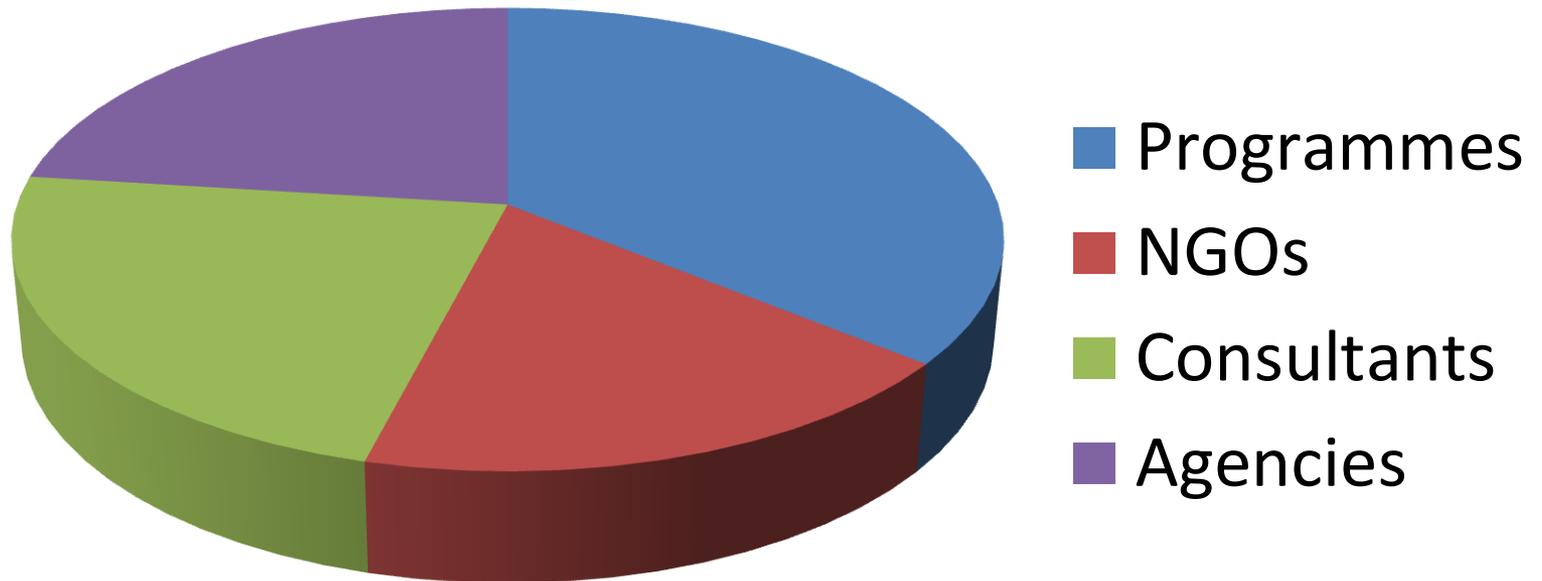


- Market Systems / Value Chain
- Business Environment Reform
- Challenge Fund
- Vocational Skills Training

Swiss Government sponsors most programmes, DFID invests the most.

## Who is in the room?

- Who came to the 2014 Seminar? 2012?
- Participants: 135 people, 52 agencies, 38 countries



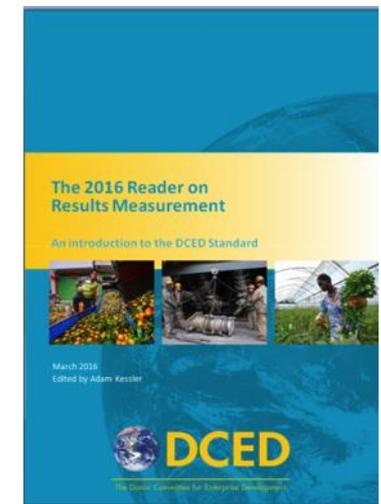


## Some big issues

- Evaluators are starting to look at PSD
- Getting the balance right between complexity and practicality, unexpected effects
- Great interest in common indicators
- Trend to partnering / engaging with the private sector: Who is responsible? Who pays for RM?
- Does media exposure make RM harder?
- Adaptive management becoming popular

# The Elements of the Standard

1. Articulating the results chain
2. Defining the indicators of change
3. Good measurement practices
4. Handling attribution
5. Wider change in the system
6. Relating to programme costs
7. Reporting results
8. Managing the system



*Want to know more? Come to Session 3 tomorrow*

# Where the thinking starts





**Any clarifications?**



# Results Measurement and beyond:

## The DCED's Knowledge Offer on Private Sector Development (PSD)

Melina Heinrich-Fernandes, Senior PSD Specialist  
Donor Committee for Enterprise Development  
Bangkok, Monday 14<sup>th</sup> March 2016



- 
1. Who is using the DCED website regularly for information around the DCED Standard?
  2. Who is using the DCED website regularly for information on PSD more generally?





3. Who has ever checked the website hoping that one of their programme's publication has been featured?



**Good news: the DCED website is a leading and increasingly popular source of knowledge on PSD**

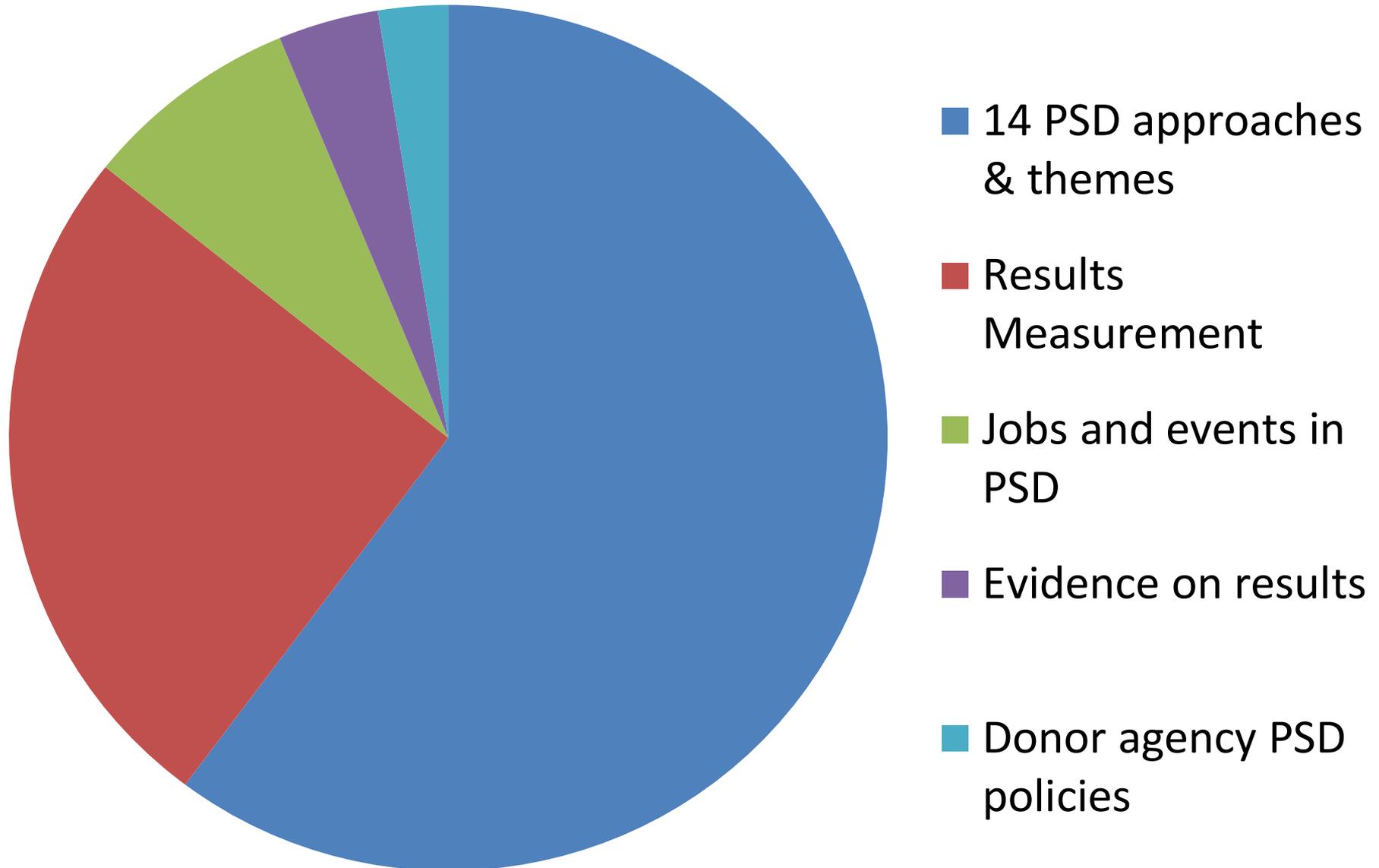
- Now more than 60,000 individual users per year
  - +20 thematic knowledge pages

**...this also means that we've got unique intelligence into 'what's trending' in PSD.**

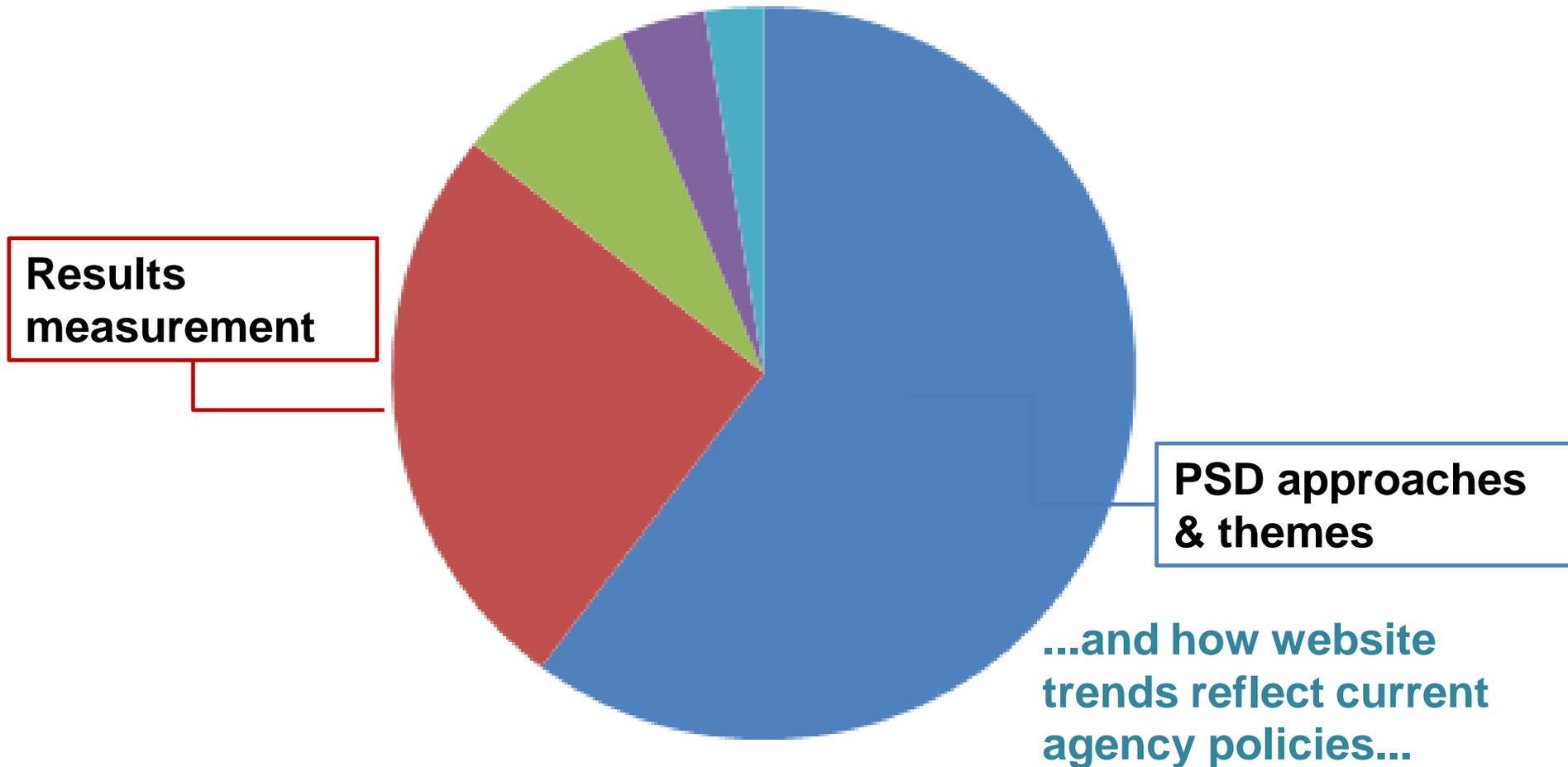
**... and we are going to share it with you!**



## DCED website visits - the big picture



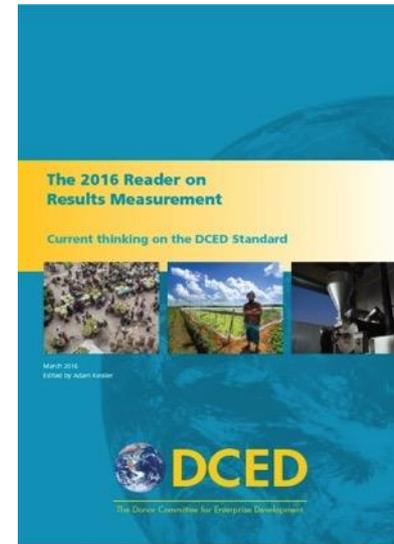
Let's take a closer look at two key areas..



# Resources on the Results Measurement and the DCED Standard

## Particularly popular (1): Introductory resources

- One-page intro document
- DCED RM Reader



## Resources on the DCED Standard

**Particularly popular (2): Practical guidelines on implementing the Standard**

**Growing library of supporting documents**

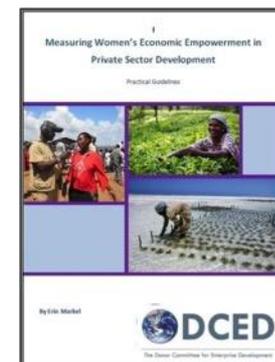
- on each element of the Standard; and
- applications of the Standard in specific contexts (e.g. Conflict-Affected Environments)



## Resources on the DCED Standard

### Particularly popular guidelines last year:

- *Measuring Changes in Indicators:*
  - Guidelines on Good Research Practices (2013)
  - Practical advice on selecting sample sizes (2015) and associated sample size calculator
- Guide to making results chains (2013)
- Measuring Women's Economic Empowerment (2014)



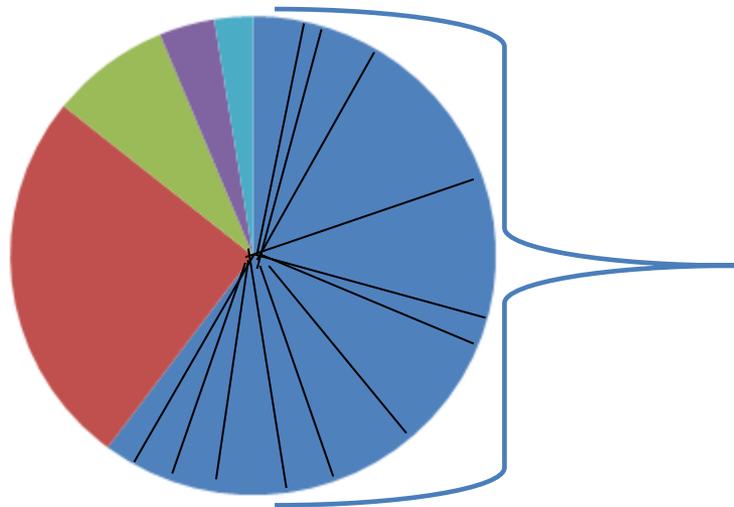
## Resources on the DCED Standard

### Particularly popular (3): Case studies on programmes using the Standard

- 10 new case studies added in 2015 (HPC Consulting)



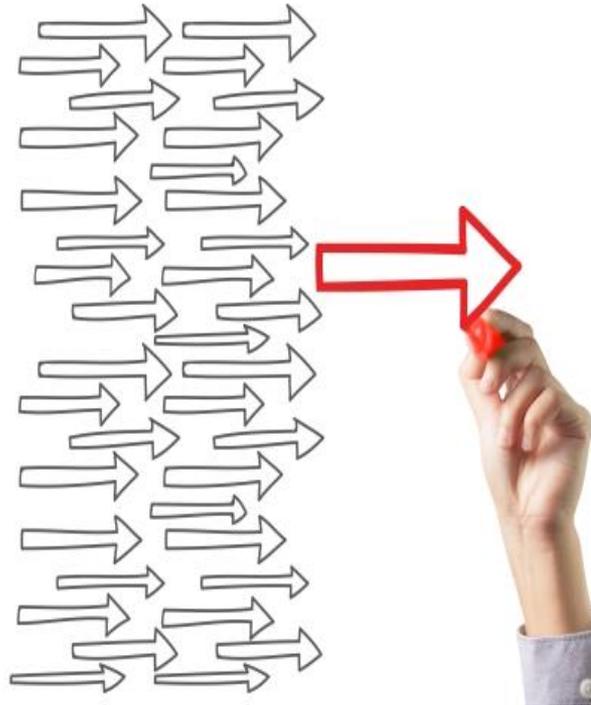
## PSD approaches & themes: 14 Knowledge Pages with research and implementation resources:



- Employment Creation
- Business Environment Reform
- Value Chain Development
- Local Economic Development
- Innovation Policy
- Industrial Policy
- Private Sector Partnerships & Engagement
- Women's Economic Empowerment
- Inclusive Business
- Market Systems Development
- Youth Employment
- Green Growth
- PSD in Conflict-Affected Contexts
- Small enterprises

## PSD approaches & themes

**What's hot, what's not (so much)? The Top 3...**



# 1. Market Systems Development/ M4P



- Design & Implementation principles
  - Case studies
  - Application to basic services
- Signposting to other platforms (e.g. BEAM Exchange)

## 2. Private Sector Partnerships and Engagement



- Mapping and directory of central partnerships facilities  
Extensive resources on current trends and results
- Practical tools, e.g. DCED Guidelines for Measuring Results in Challenge Funds; Additionality Guidelines
- Signposting to others (e.g. Inclusive Business Hub Database of Financial and Technical Support for IB)

## PSD approaches & themes

### 3. Industrial Policy



- DCED Synthesis of debates among the top 10 downloaded documents
- Many how-to resources, case studies from various countries

Photo credit: Urs Flueeller, 123rf.com

# The Donor Committee for Enterprise Development

## Learning from Experience

The DCED is a forum for learning about the most effective ways of creating economic opportunities and jobs for the poor – based on practical experience in private sector development as well as on domestic policy innovations worldwide.

Its website is also the leading source of knowledge about PSD.



### FIND WHAT YOU NEED

#### For PSD Practitioners

- › Our Knowledge Portal covers all PSD approaches (e.g. M4P, BER) and >cross-cutting development issues in PSD
- › Consult DCED good practice guidance
- › View current job opportunities in PSD

### THE LATEST

#### DCED Photo Competition

DCED Photo Competition! Submit your best photos of a PSD initiative or other economic activity by 18 February 2016. Winning photos will be featured on the DCED website and future DCED publications.

› [More info](#)

### TWEETS

#### Tweets by @TheDCED

 **DCED** @TheDCED  
.[@PalladiumIntDev](#) hiring Head of Results Measurement & Learning for PRISMA/ [#Indonesia](#) familiar w/ the [#DCEDStandard](#) [enterprise-development.org/page/opportuni](http://enterprise-development.org/page/opportuni)



04 Mar

**All of this and more will be part of our new website – Coming soon!**

... including these winning photos submitted to our 2016 Photo Competition by staff from Katalyst, ALCP, MDF and ITAD!



**Follow this and other news via our**



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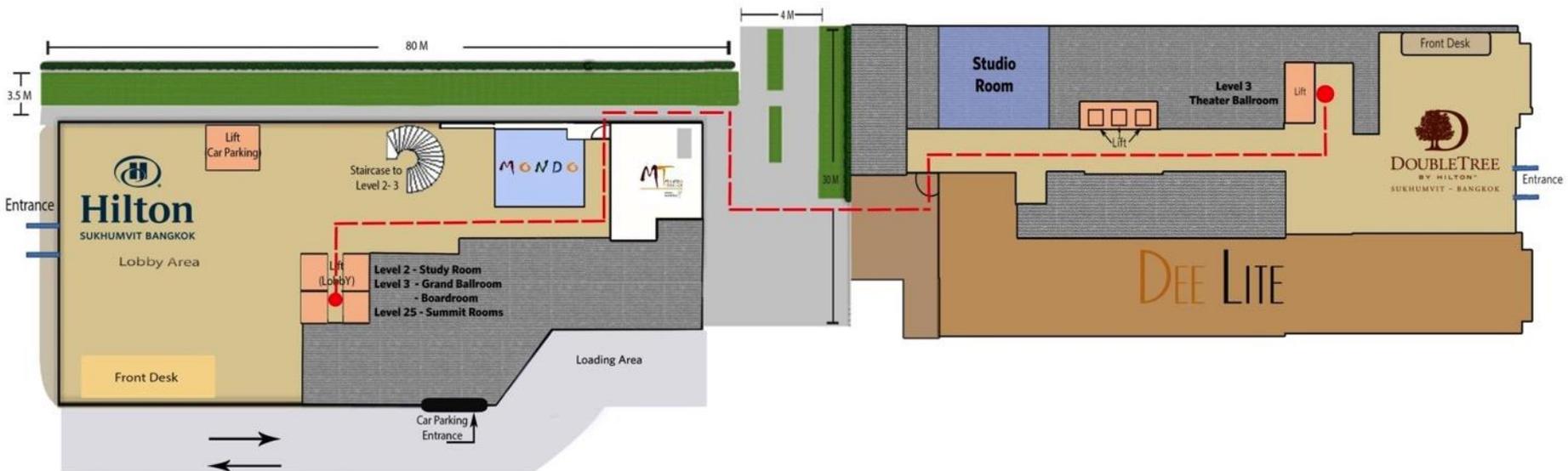
**Share your updates  
on the DCED Seminar**



**@TheDCED  
#DCEDSeminar**

# A walk through the 3 days

Directions for between Hilton Sukhumvit to Doubletree by Hilton Sukhumvit Bangkok



10.30 World Café  
Group Photo

12.00 Lunch

Dee Lite Gnd floor DT

13.30

Developing a learning  
culture, *Aly  
Miehlbradt*



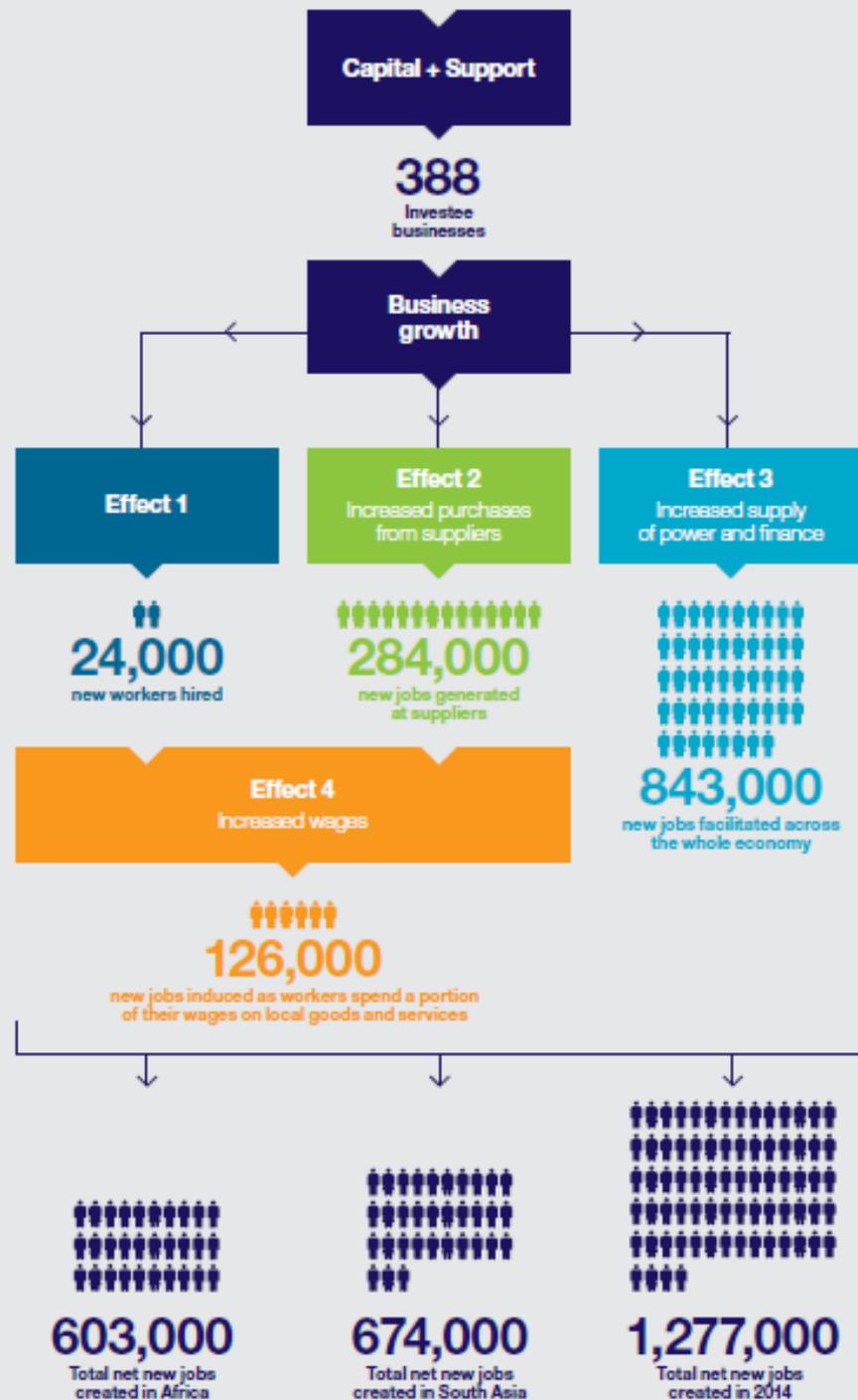
A screenshot of a YouTube video player. The main video is titled "Building a Learning Culture in MDF - Dharmendar Chand, Senior Business Adviser" and has 48 views. The video thumbnail shows a group of people sitting on the floor in a circle, engaged in a discussion. The video player includes standard controls like play, pause, and volume. To the right of the video player is a list of related videos, all with titles starting with "Building a Learning Culture in MDF" and featuring various individuals. The YouTube interface includes the search bar, upload button, and notification bell at the top.

Monday 14.15

# CDC's methodology for measuring indirect employment changes, Alex MacGillivray

CDC 'contributed to the creation of nearly 1.3 million new direct and indirect jobs and livelihoods'

- Increased purchases from suppliers
- Increased supply of power and finance
- Increased wages > spending





*Monday 15.30*

# Measuring Women's Economic Empowerment

## **Measuring gendered impact, *Sonia Jordan, ASI***

- Who do we count as beneficiaries? Who is 'head', what is 'joint'? Common definitions
- Use of Decision Table for participatory design / adaptation during research
- Qualitative research to nuance sex-disaggregated impact data

## **New research for BMZ/GIZ, *Erin Markel MSA***

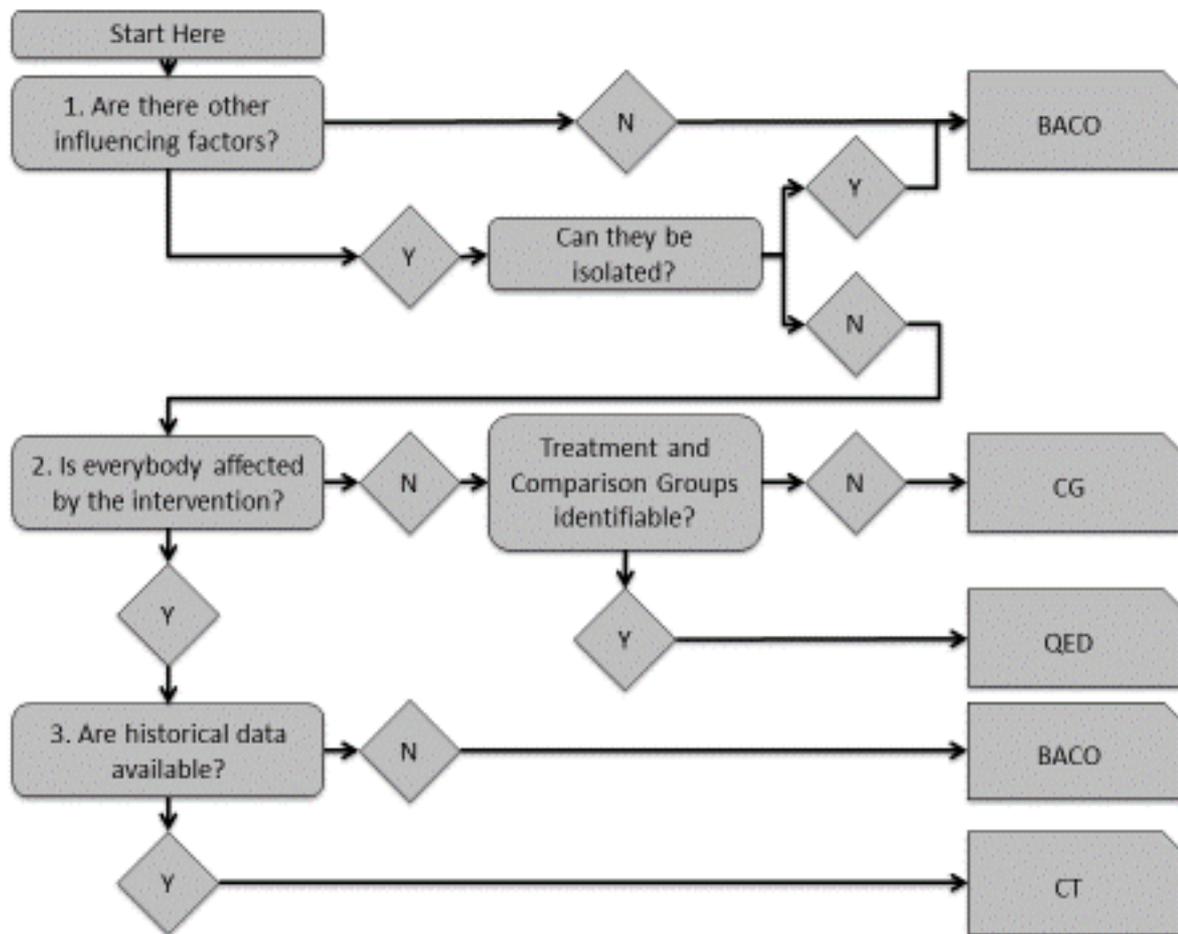
- Research on WEE in MENA Region
- Examining changes in WEE in light of local gender norms, life stages.
- How do women calculate risks? How to engage men?

## **Integrating WEE in MDF, *Vicky Carter***

- Using WEE data to design new business models
- Deepening the strategy, providing structure
- Illustrative case studies for different facets of WEE

Tuesday 08.30

A practical framework for choosing an approach to attribution, *Hans Posthumus and Phitcha Wanitphon*



### Case studies

- Samarth-NMDP Nepal in the ginger sector
- Propcom Mai-Karfi Nigeria in the tractor market
- ALCP Georgia in the livestock sector
- MDF Timor Leste in rice milling

*Break-outs also in Summit II & III, 25<sup>th</sup> floor Hilton*

*Tuesday 14.00*

Marketplace +

## Marketplace

- Good practice for SDC in using the Standard, *Hans Posthumus*
- Building a multi-country measurement system, *Fiza Salim, MDF*
- Measuring the performance of inclusive business, *Tomohiro Nagasaki, Business Call to Action*
- Measuring changes in the financial sector, *Kevin Munjal, FSDA*
- Lessons learned from work in health markets, *Ron Ashkin, PSP4H*

## Other options

- Capacity building for RM, *Aly Miehlabradt and others*
- Introduction to the DCED Standard, Q and A, *Nikola Babić*



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

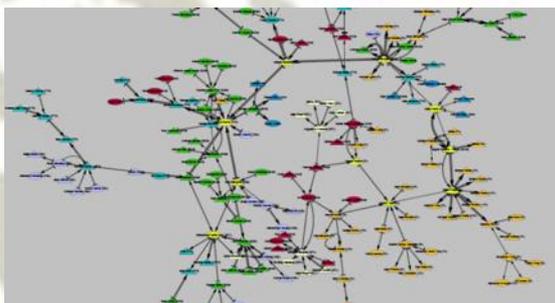
Swiss Agency for Development  
and Cooperation SDC



Tuesday 16.00

## Assessing Systemic Change

- Applying the AAER framework to M-Shwari (FSD Kenya), *David Elliott, Springfield Centre*
- Tools for assessing systemic change: Overview of trials under USAID/LEO and DFID/BEAM, *Tim Sparkman, MSA*

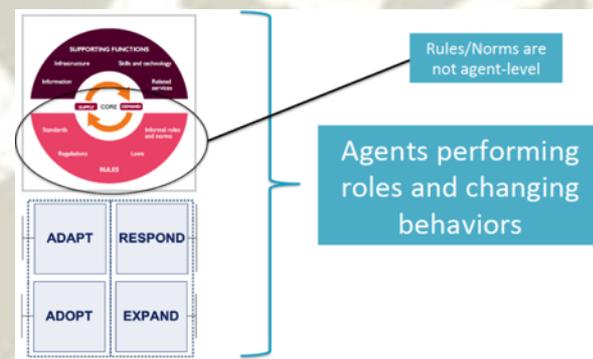


**What are systems?**

- Made of individuals (agents)
- Dynamic (agents interact)
- Self-organizing (structures)
- Emergent properties



MARKETSHARE ASSOCIATES



Tuesday from 18.00

Seminar Dinner, Mosaic Pool Bar, 7<sup>th</sup> floor Doubletree

*Wednesday 08.30*

Measuring jobs  
impact, *Matt Ripley,*  
*ILO*



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International  
Labour  
Organization



## Case studies

- From Net Attributable Income Change to productive employment, BOSS (NZAID/Irish Aid/ILO) in Timor Leste
- Adapting fast to create inclusive jobs, Kuza (DFID/ASI) Kenya
- ILO inventory of indicators to measure working conditions

Wednesday 10.30

MRM tools for programme  
management, *Subrata  
Kumar, M4C*



A worked example: Sales Planner and Tracker for Agricultural  
Input Companies to get real-time data over farming seasons



*Wednesday 11.15*

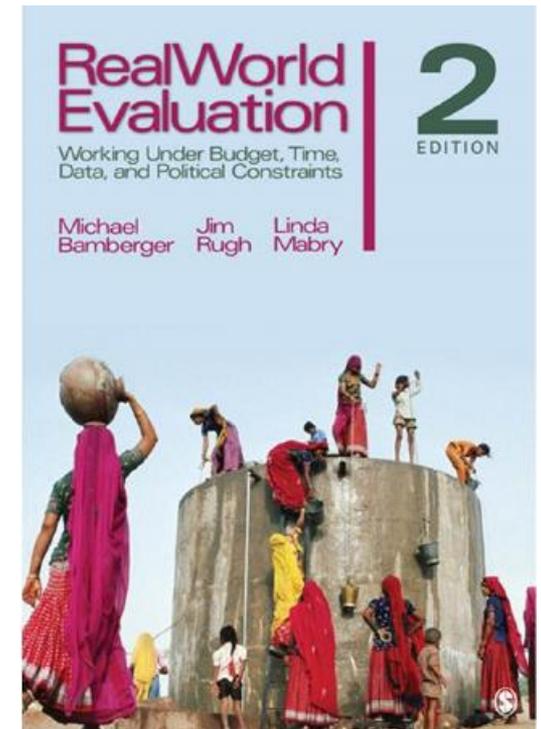
Using the Standard from  
start to finish in CAVAC  
Cambodia, *Peter  
Roggekamp*



*Wednesday 13.30*

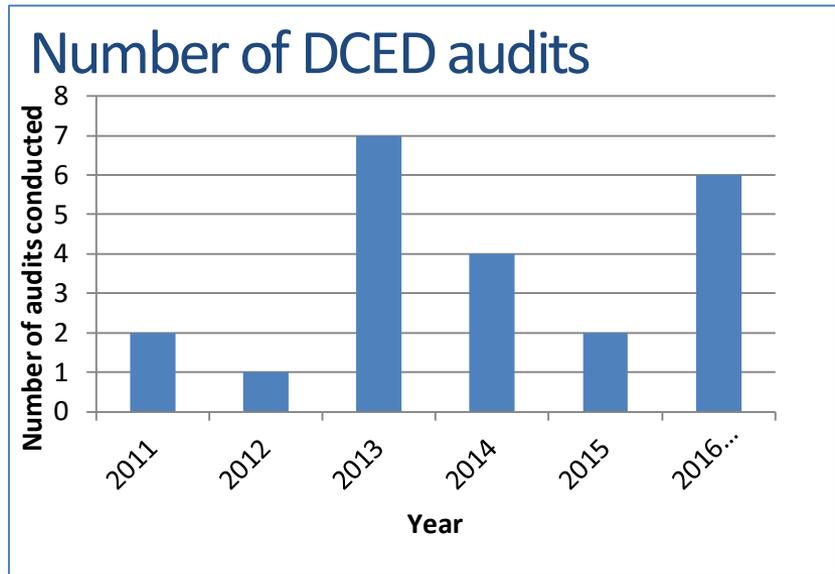
## Evaluations and the DCED Standard

- New developments in evaluation of PSD programmes with ITAD/BEAM, *Charley Clarke*
- An evaluator's perspective, *Jim Rugh, Real World Evaluation*



*Wednesday 15.30*

Learning from audits to date, *Phitcha Wanitphon*



The source of the photo: <http://www.batumelebi.ge>

Why the Standard matters, *Helen Bradbury, ALCP*

**Any clarifications,  
questions, burning  
comments before we move  
to coffee?**

