



Enterprise Challenge Fund for the Pacific and South East Asia

Using the DCED Standard for results measurement in the Enterprise Challenge Fund

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AN AUSTRALIAN GOVERNMENT, AUSAID INITIATIVE



About the Enterprise Challenge Fund

- AusAID pilot program = A\$20.5 million over 6 years
- At least 50% of project funded by business, pro-poor outcomes and potential for systemic impact
- Competitive grants valued between A\$100,000 – A\$1.5 million to private sector in 9 countries in Asia Pacific
- Total 21 projects in progress = A\$11.6 million

Adapting to the DCED Standard

Why?

- Better structured results measurement system
- Prioritise projects on likely impacts to focus limited resources
- Comparison against other programs (AusAID / other PSD programs)

Challenges

- In progress - change management and expectations
- Lack of detailed research into industry / sector
- Light touch monitoring - results management not part of the design

Adapting to the DCED Standard

Up to Nov 10	<ul style="list-style-type: none"> • Light touch monitoring / basic program logics • Project manager attends Hans & Harald course in KL • DCED trainer conducts workshop with donor and fund management team
Nov – Feb 11	<i>Institutional changes and planning</i> <ul style="list-style-type: none"> • Reallocation of resources / provision of new resources
Feb 11	<i>Roll out of approach</i> <ul style="list-style-type: none"> • Country manager workshop and training in standard with DCED
Feb – May 11	<ul style="list-style-type: none"> • Country managers adapt current programs, new staff added
May 11	<ul style="list-style-type: none"> • Trainer provides in-field support to country managers and assess potential for mock audit – ok to proceed
August 11	<i>Mock audit</i> <ul style="list-style-type: none"> • Partial compliance / need for refinement / design constraints?
August 11 onwards	<i>Fine tuning</i> <ul style="list-style-type: none"> • Adapt findings from mock audit / identify areas of further research / beyond the 3 year fund disbursement period for ~20% of projects • Planning for full audit?

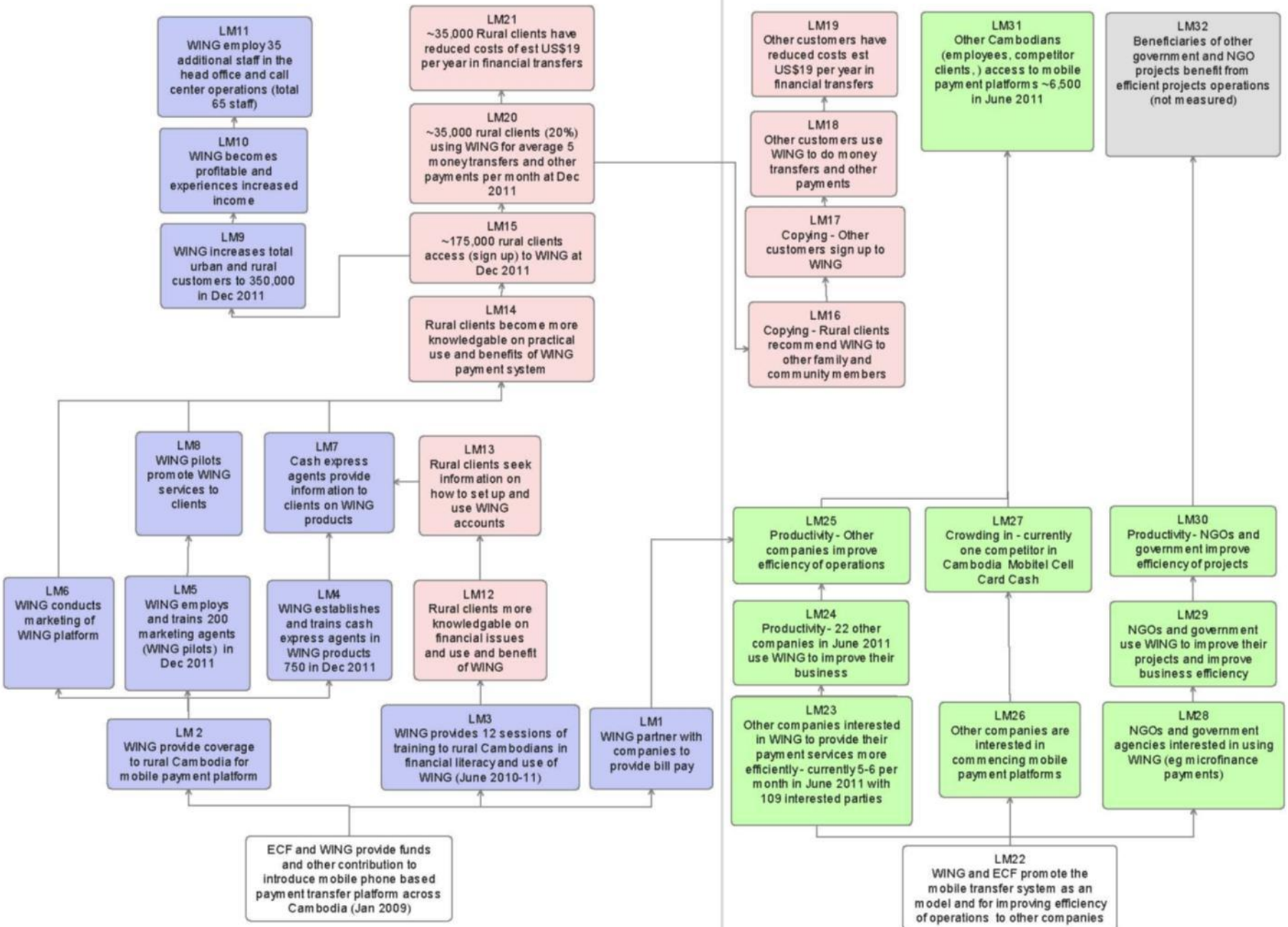
Example – WING Cambodia

- WING Cambodia – mobile payment service in Cambodia
- ECF grant of A\$1.5 million for rural expansion
- Currently 24 provinces, 350 000 customers
- Considering regional expansion, replication



Direct impacts

Indirect impacts



Example – WING Cambodia

Measurement system

- Six monthly field visits
- Mixed method data collection / wide range of stakeholder feedback
- Contribution analysis using results chains and field interviews

Logic model	Box	Indicator	Target 2012	How to measure	When	Who
LM15	Rural clients access (sign up) to WING	# Total customers sign-up to WING in rural areas	560,000 Rural Receiver customers on the WING service	A) Quarterly Report B) Company records, interview grantee/ company management.	A) June 10, Sept 10, Feb 11, May 11, Oct 11, Feb 12 B) During six monthly field visit	A) WING reports B) CM undertakes stakeholder / beneficiary surveys during six- monthly field visit
		Male	224,000 (40%)			
		Female	336,000 (60%)			
LM20	Rural clients using WING for money transfers and other payments	% of active clients	40% of clients actively using WING (industry standard)	A) Quarterly Reporting B) Company records, interview grantee/ company management C) Six-monthly discussions with WING staff and merchants D) IFC social impact assessment	A & B) June 10, Sept 10, Feb 11, May 11, Oct 11, Feb 12 B& C) During six-monthly review cycle - e.g. June 10, Sept 10, Feb 11, May 11, Oct 11, Feb 12 D) 2009 & 2011	A& B) WING reports C) CM undertakes stakeholder / beneficiary surveys during six- monthly field visit D) IFC / WING report
		# average transactions	Avg. 3 transactions per quarter			

Example – WING Cambodia

Key impacts

- Business growth / sustainability
- Network of ~750 cash express merchants

Poverty reduction

- Employment of 200 sales staff
- Improved access to services for 175,000 rural customers
- Improved income = saving ~\$US20 per year for 35,000 active rural customers

Systemic impacts

- Improved productivity for other companies
- Crowding in – new competitors
- Potential scale up to other regional areas



Example – WING Cambodia

Positives

- Good company data system
- Regular reporting on indicators
- Conducted own social impact assessment with support from IFC
- Innovative and interested to try new approaches based on field findings

Limitations

- No research funds to ensure adequate sampling of beneficiary impact on 350,000 people
- Defining ‘benefits’ to poor
Access (outreach) vs. Benefit (uptake)
- Three year reporting period – project is starting to achieve replication and scale up

Mock audit – August 2011

- 30% projects submitted from round 1 & 2 covered 6/8 countries, 5 key industries (agriculture, tourism, financial services, transport, forestry)
- 2 projects reviewed in field and 2 projects desk review - chosen at random from remaining five projects

Key findings

- Program is partially compliant and refinement required in areas
- Limit of program design against Standard implementation
 - Light touch monitoring
 - Fund manager has limited facilitation role

Summary - Lessons from ECF

- DCED Standard provided rigor and benchmark for collecting data
 - Audit provided a goal and focus for the team
- Adapting to the DCED Standard
 - Will the Standard fit the program objectives and structure
 - Change management – time and resources to adapt
- Design a monitoring system to collect data to support the development of the project not just donor reporting

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www.enterprisechallengefund.org

