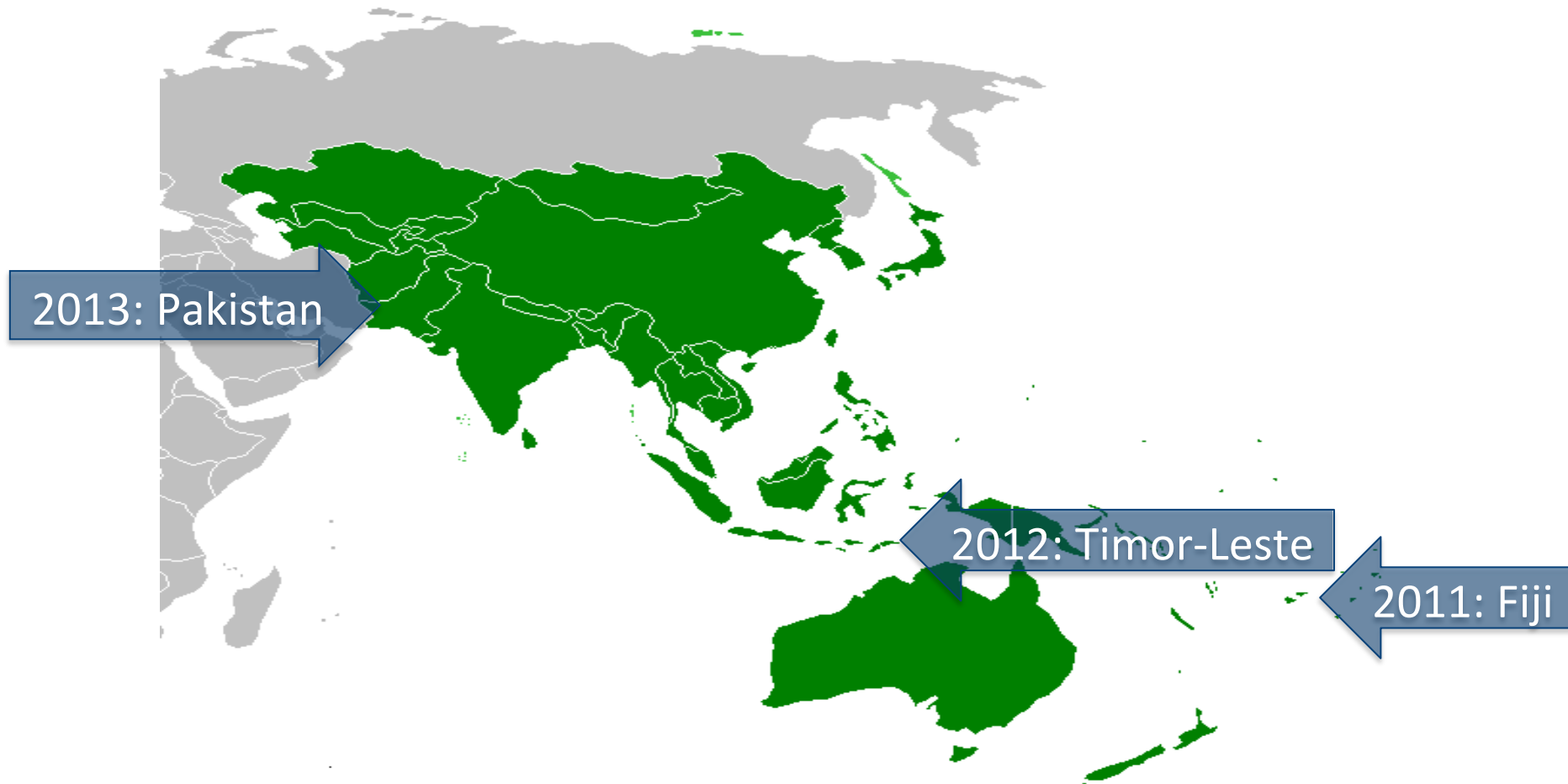


Managing for Results in a Multi-Country Facility

The importance of interlocking program design to maintain the quality of
implementation and results across countries

Harald Bekkers,
Team Leader, Market Development Facility
DCED Seminar, Bangkok, 25 March 2014

Where is MDF?



	Fiji	Timor-Leste	Pakistan
Size			
Scenario			
Doing Business			
Growth			
Maturity/diversity Private Sector			

	Fiji	Timor-Leste	Pakistan
Size	0.8M	1.2M	193M
Scenario			
Doing Business			
Growth			
Maturity/diversity Private Sector			

	Fiji	Timor-Leste	Pakistan
Size	0.8M	1.2M	193M
Scenario	Restructuring	Post-Conflict	Mixed
Doing Business			
Growth			
Maturity/diversity Private Sector			

	Fiji	Timor-Leste	Pakistan
Size	0.8M	1.2M	193M
Scenario	Restructuring	Post-Conflict	Mixed
Doing Business	62	172	110
Growth			
Maturity/diversity Private Sector			

	Fiji	Timor-Leste	Pakistan
Size	0.8M	1.2M	193M
Scenario	Restructuring	Post-Conflict	Mixed
Doing Business	62	172	110
Growth	Low	High	Medium
Maturity/diversity Private Sector			

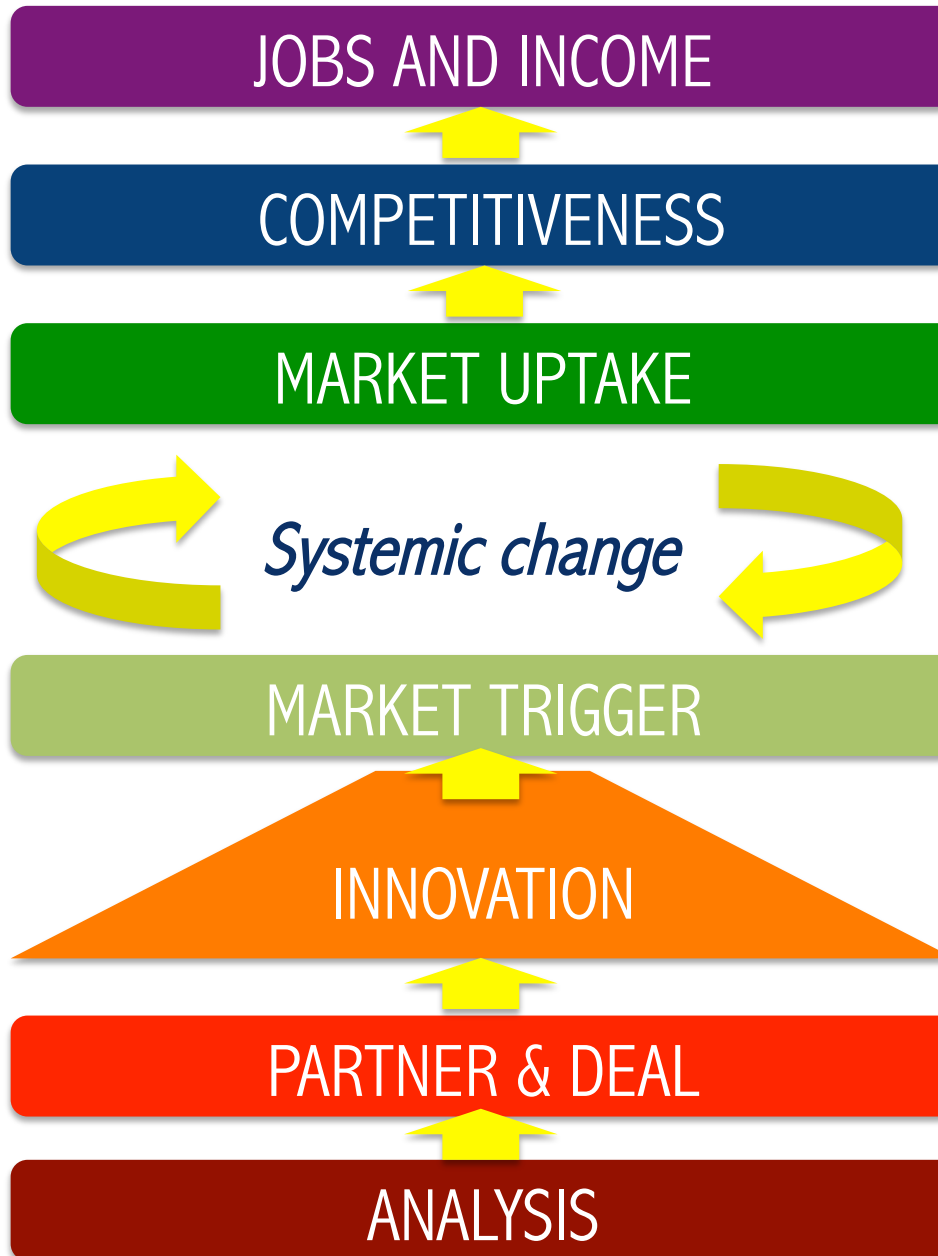
	Fiji	Timor-Leste	Pakistan
Size	0.8M	1.2M	193M
Scenario	Restructuring	Post-Conflict	Mixed
Doing Business	62	172	110
Growth	Low	High	Medium
Maturity/diversity Private Sector	First-Generation Entrepreneurs	First-Generation Entrepreneurs	Large Businesses Limited Reach

	Fiji	Timor-Leste	Pakistan
Opportunities for Pro-Poor Growth			
Systemic Approach			
Partnerships can contain			

	Fiji	Timor-Leste	Pakistan
Opportunities for Pro-Poor Growth	Export Domestic Niches	Import Subst. Basic Products & Services	Rural Distribution Urban Services Export
Systemic Approach			
Partnerships can contain			

	Fiji	Timor-Leste	Pakistan
Opportunities for Pro-Poor Growth	Export Domestic Niches	Import Subst. Basic Products & Services	Rural Distribution Urban Services Export
Systemic Approach	Enterprise & Market Development	Enterprise Dev. & Reg. Reform for Market Dev.	Market Development & Reg. Reform
Partnerships can contain			

	Fiji	Timor-Leste	Pakistan
Opportunities for Pro-Poor Growth	Export Domestic Niches	Import Subst. Basic Products & Services	Rural Distribution Urban Services Export
Systemic Approach	Enterprise & Market Development	Enterprise Dev. & Reg. Reform for Market Dev.	Market Development & Reg. Reform
Partnerships can contain	TA, Investment, Working Cap.	TA, Investment, Working Cap.	TA, Investment



Diverse
Countries

-

Tailor-made
'Recipes'

-

One
Logic!



What are the Ingredients of A Good Design Package?



Staff off the Shelf?



Staff is not a ‘commodity’; they need to be groomed in the art of business facilitation and practical research

How to analyze economic trends and business plans, negotiate deals, develop contracts, do ‘survey-less’ research, interpret results

1. Starting a Conveyor Belt



- Tests instead of scoring matrix; no HR department
- Freedom in terms of numbers, profile, TOR, pay (within reason)
- Flat team-based organization; no components, no specialists
- No deals with subcontractors
- In-house training programs
- Continuous coaching on the work floor
- Placements in MDF countries



Existing data and models are often of limited value; there is a need to check information, collect detail and understand how things really work and why, in order to identify sustainable market-based solutions

2. Culture of Fieldwork and Learning

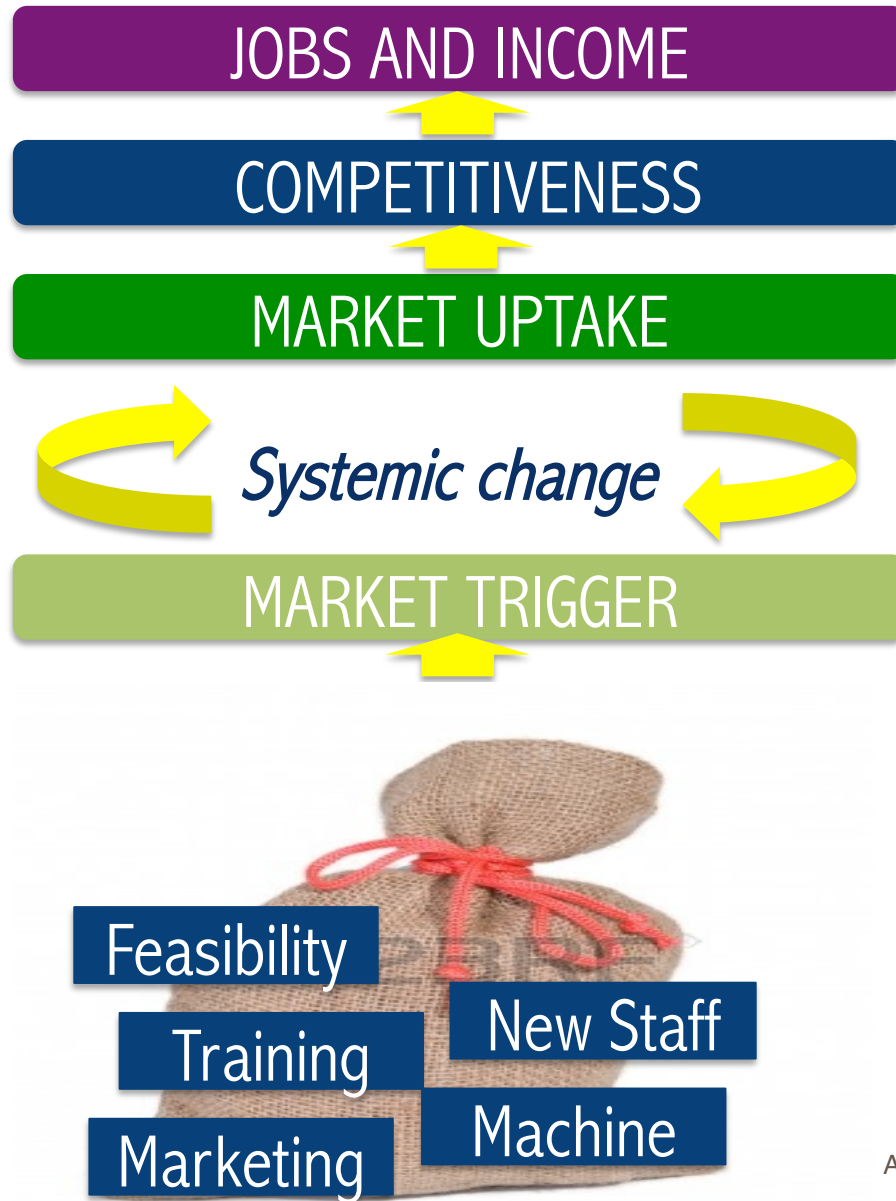


- All research executed by own staff
- Consultants can support but never replace
- Flexible access to STA; no deals with subcontractors
- Managers must be technical
- Cloud-based knowledge management to circulate information

Shotgun Approach or Surgical Precision?



Standalone activities rarely solve systemic problems in a sustainable manner; there is a need to identify and unlock drivers of continuous change



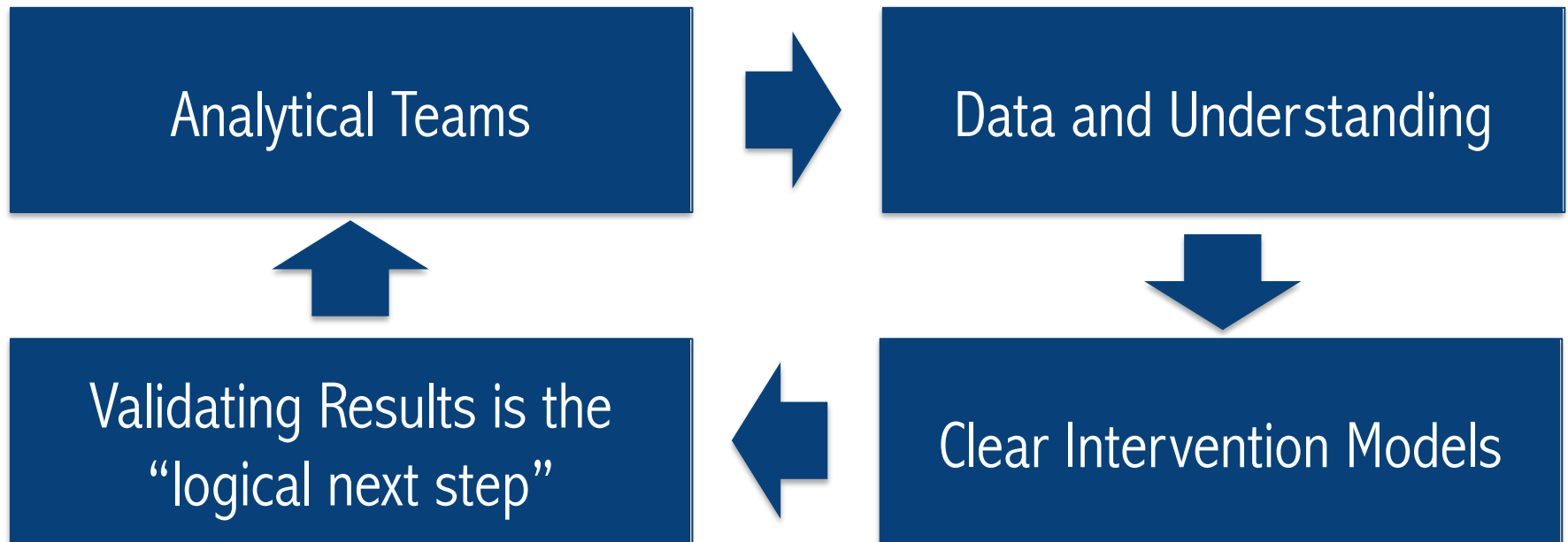
- Based on assessment: constraints and opportunities
- How to best address a constraint
- How to enable a partner to trigger sustainable change
- Based on concrete expectations ('projections')
- Creates measurable changes along a results chain

Results Measurement: Event or Process?

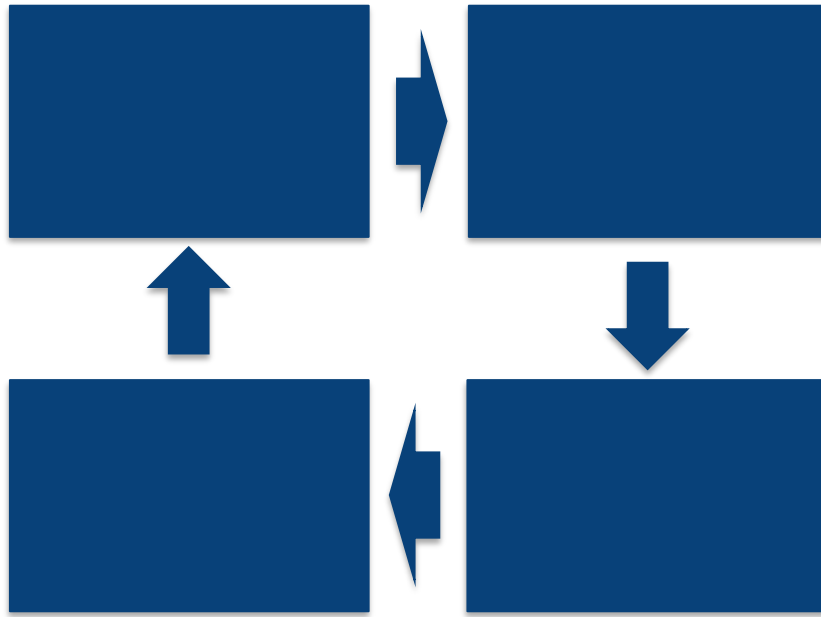
Baseline Survey

Impact Survey

How does Results Measurement become a Process?



4. Institutionalizing Results Measurement as a Process



- RM specialist is part of the the same team as Business Advisors
- All research is executed by staff
- RM is a continuous process
- Half yearly stock take of where we are
- We get worried if everything works
- Findings integrated to into strategy, follow-up research and partnership negotiations / package design

6. Conclusion: The Importance of Interlocking Program Design



The Advantage of a Multi-Country Facility?

Creating a community of practice

- The right culture
- The right approach
- The right strategy
- Quality control

Creating a learning platform

- Cross-learning
- Analytical muscle
- Aggregated data

COUNTRY TEAM

RESEARCH

STRATEGY

PORTFOLIO

RM

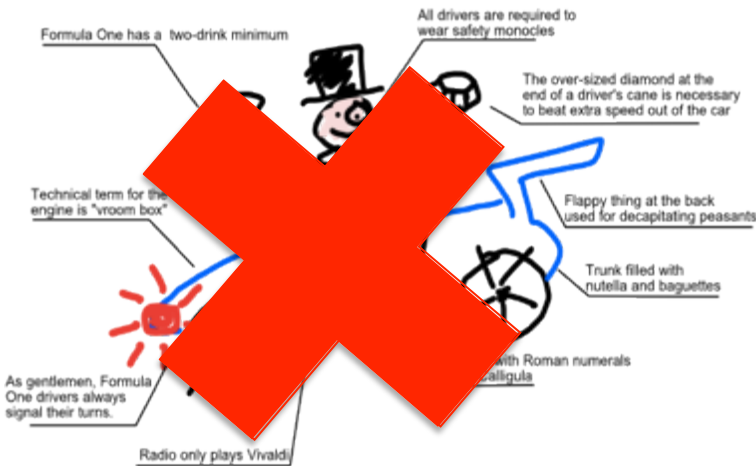
FINDINGS & LEARNING

COMMUNICATIONS

Centralized management

- Less overhead
- No 'reinventing'
- 'Right' procedures
- Risk management
- Launch countries

6. Conclusion: The Importance of Interlocking Program Design



- Avoid breaking programs up among contractors
- Avoid splitting RM from program implementation
- Avoid “too big to succeed” and “too small to succeed”
- Avoid a mismatch between activities, staffing and STA
- Avoid contracts that reduce flexibility
- Ensure that program management and contractor support is technically informed



THANK YOU!

More on MDF:

Visit: www.marketdevelopmentfacility.org

Read: Annual Aggregation of Results 2013-14