



Welcome to the DCED Global Seminar on Results Measurement

Jim Tanburn, Coordinator
Donor Committee for Enterprise Development
Bangkok, Monday 14th 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)

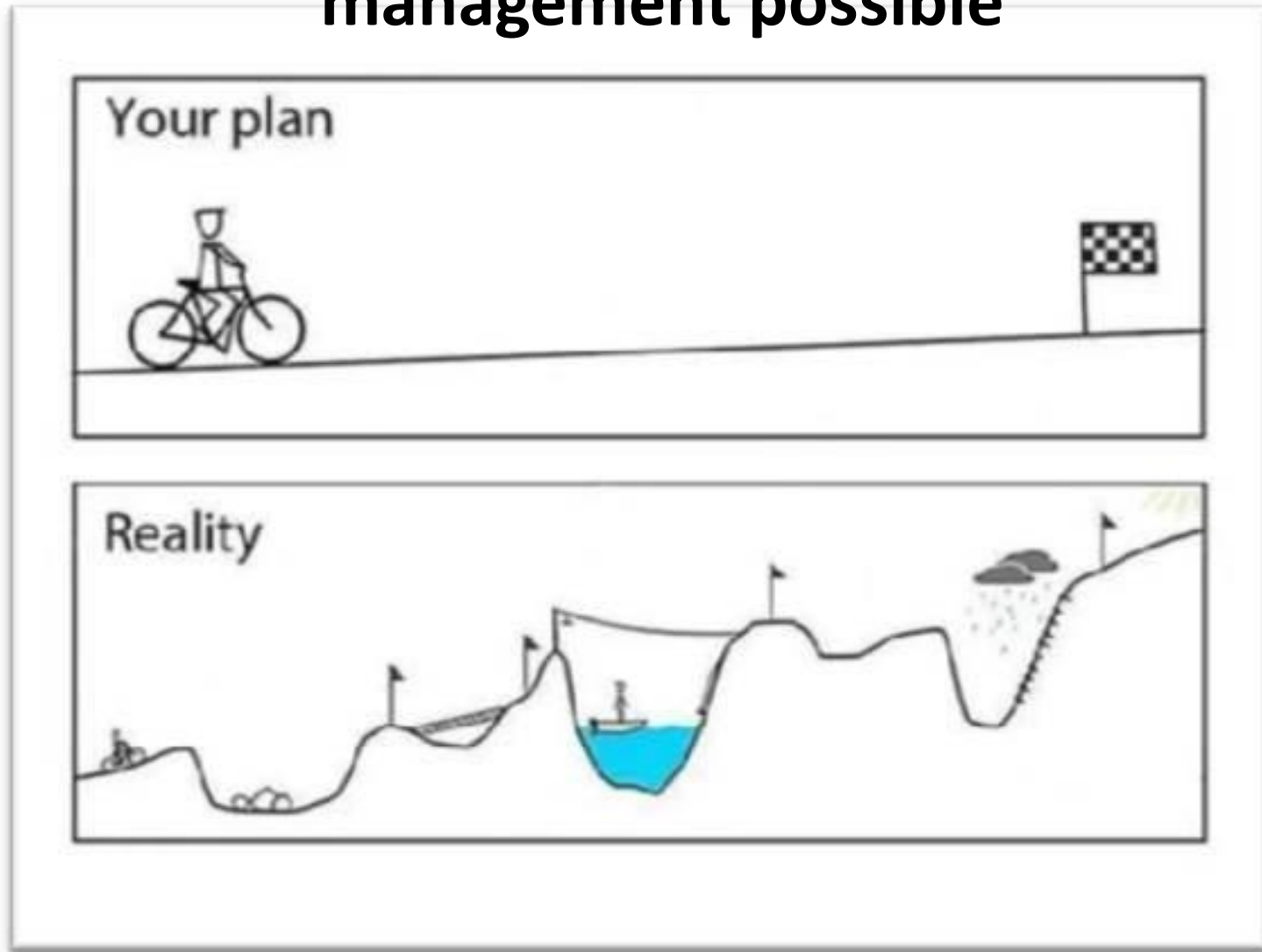


What the Standard is

- 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



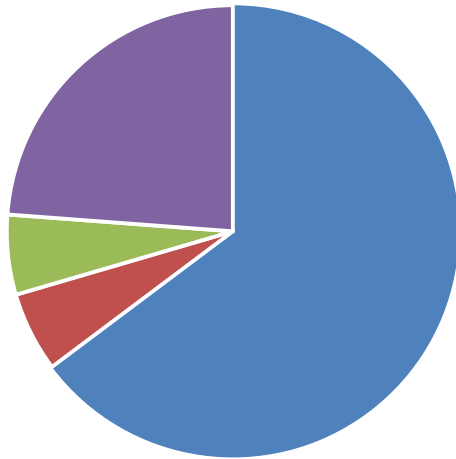
What the Standard is not

- 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!



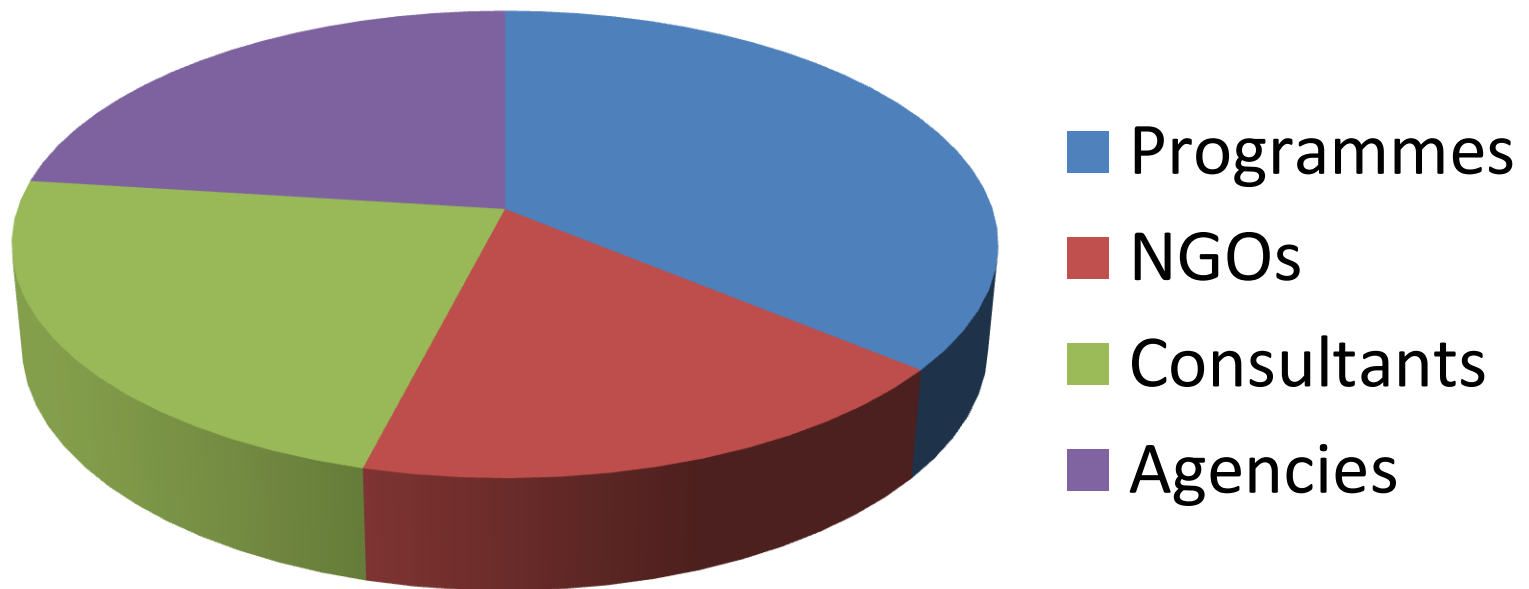
- Market Systems / Value Chain
- Business Environment Reform
- Challenge Fund
- Vocational Skills Training



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



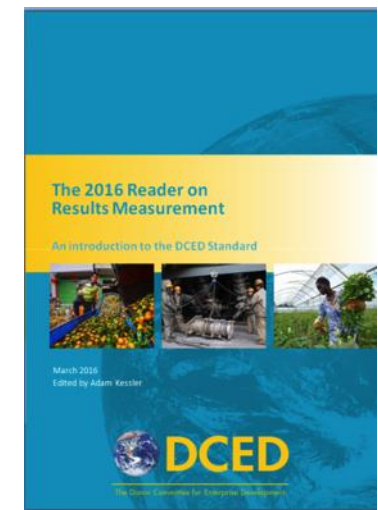


Some big issues

- 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 14th 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

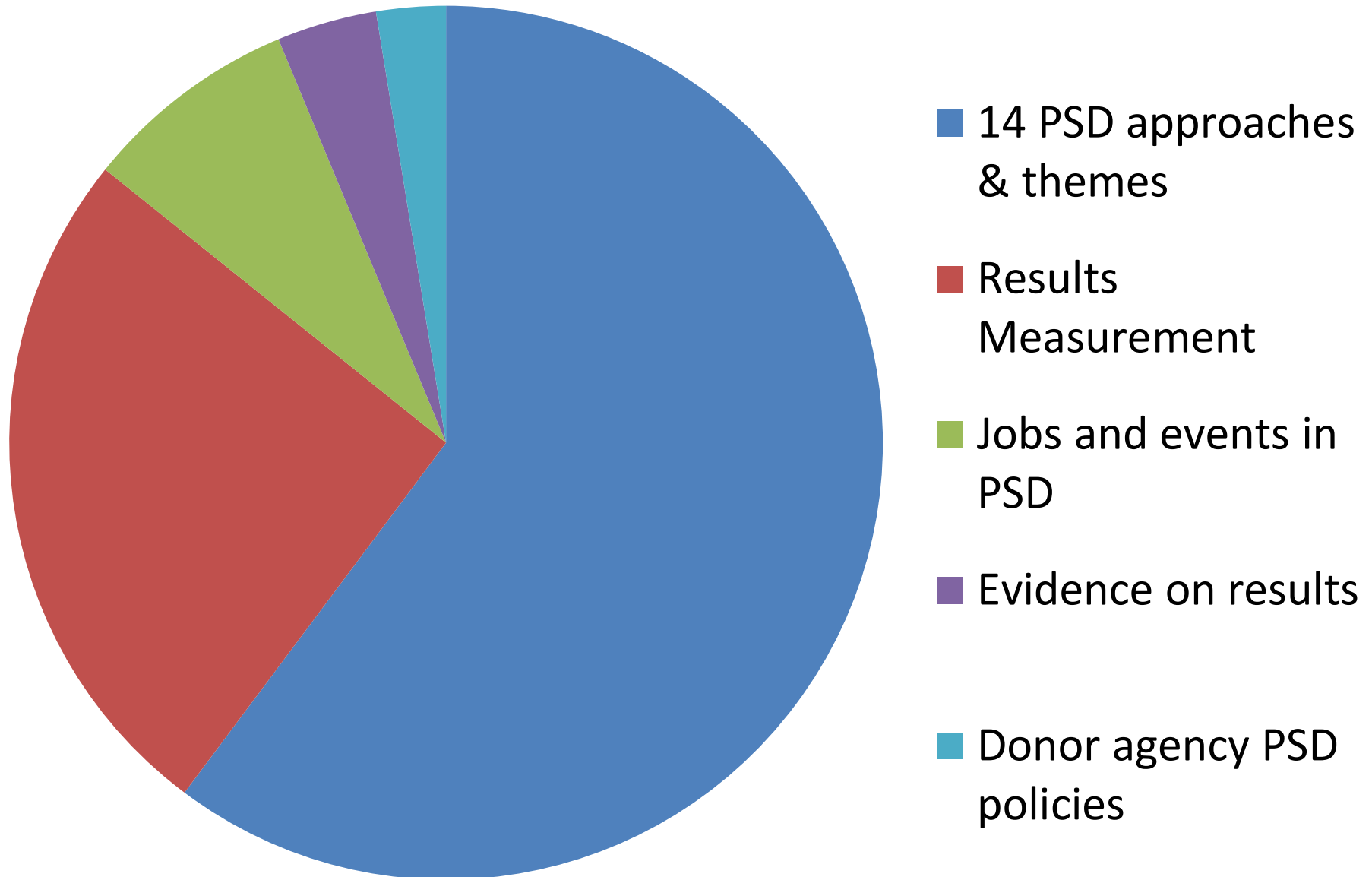
- Now more than 60,000 individual users per year
 - +20 thematic knowledge pages

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

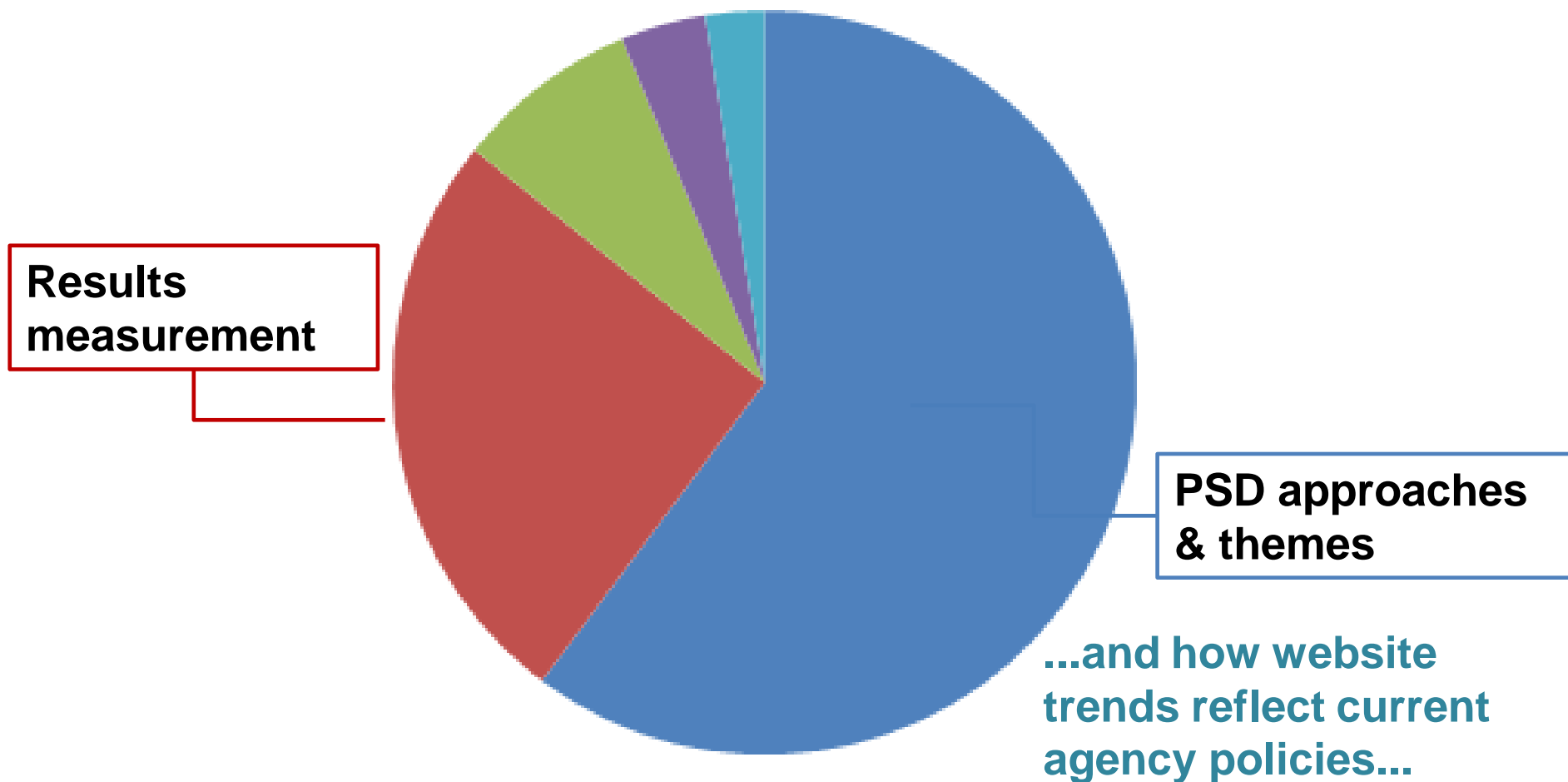
... and we are going to share it with you!



DCED website visits - the big picture



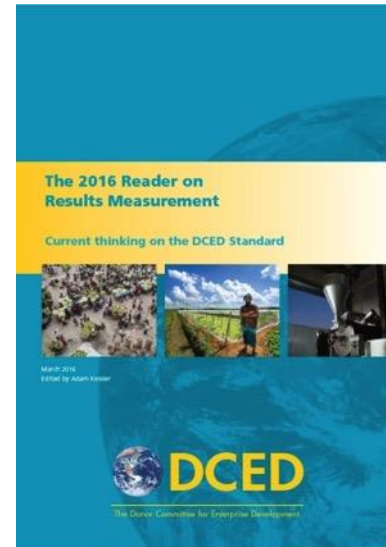
Let's take a closer look at two key areas..



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

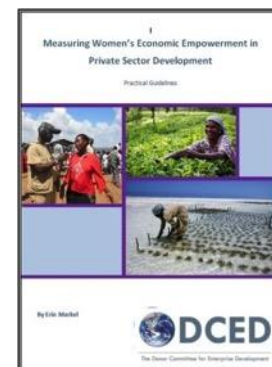
- on each element of the Standard; and
- applications of the Standard in specific contexts (e.g. Conflict-Affected Environments)



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)



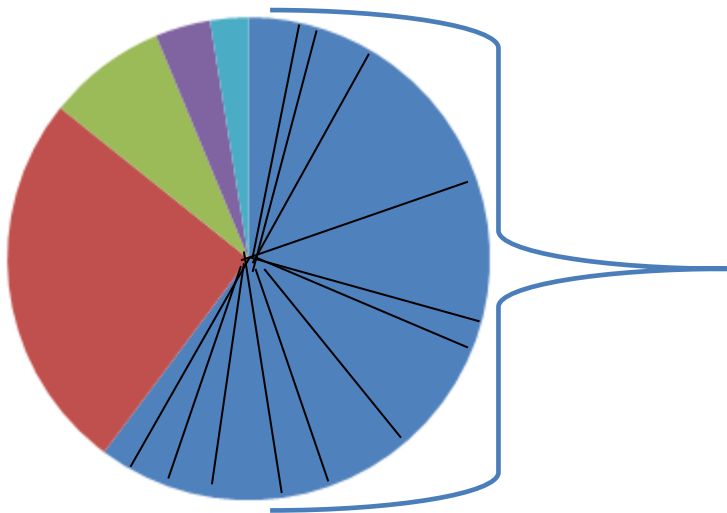
Resources on the DCED Standard

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

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



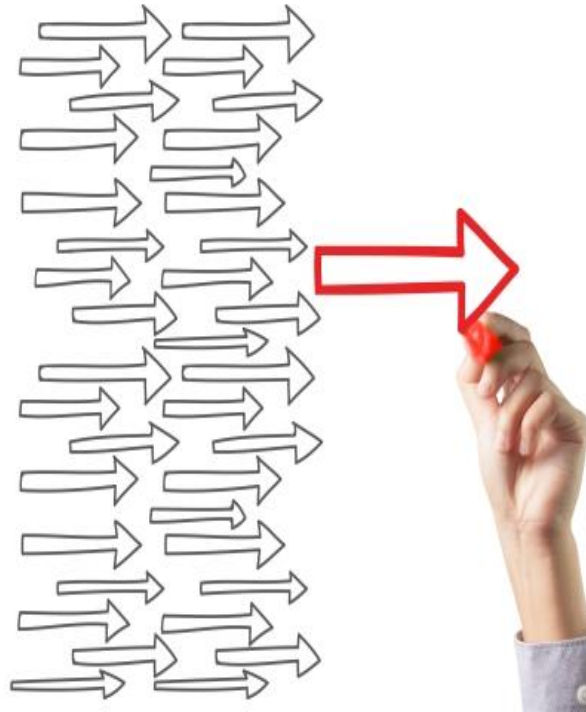
PSD approaches & themes: 14 Knowledge Pages with research and implementation resources:



- ☐ 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)

Photo: Katalyst/Drik

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



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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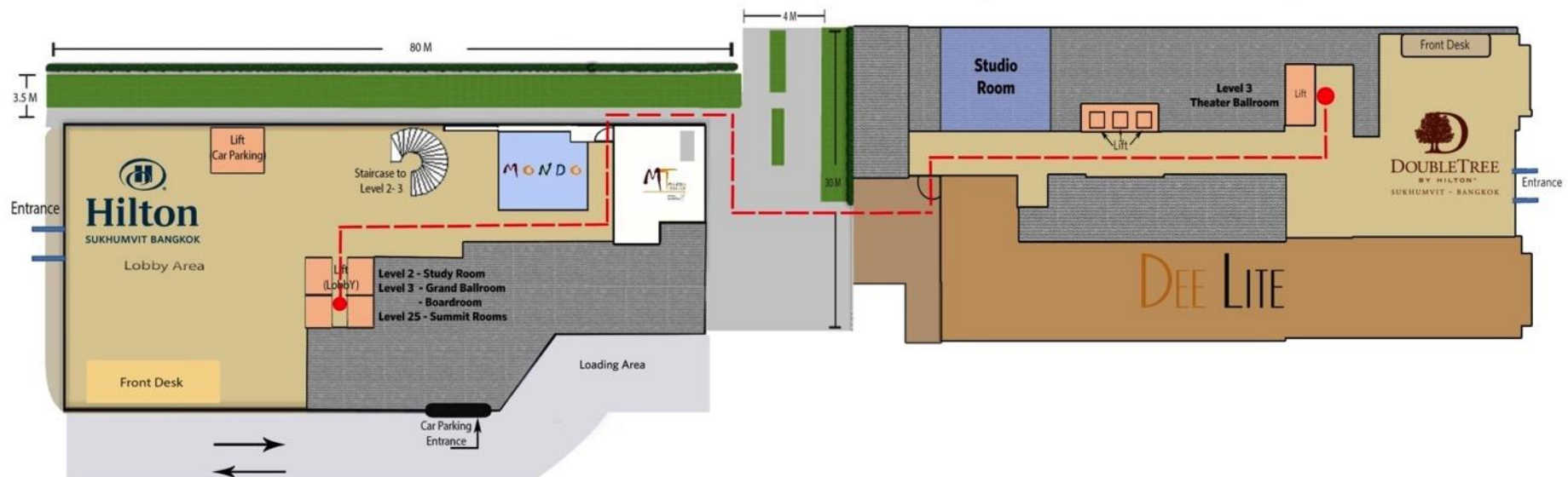
**Share your updates
on the DCED Seminar**



**@TheDCED
#DCEDSeminar**

A walk through the 3 days

Directions for between Hilton Sukhumvit to Doubletree by Hilton Sukhumvit Bangkok



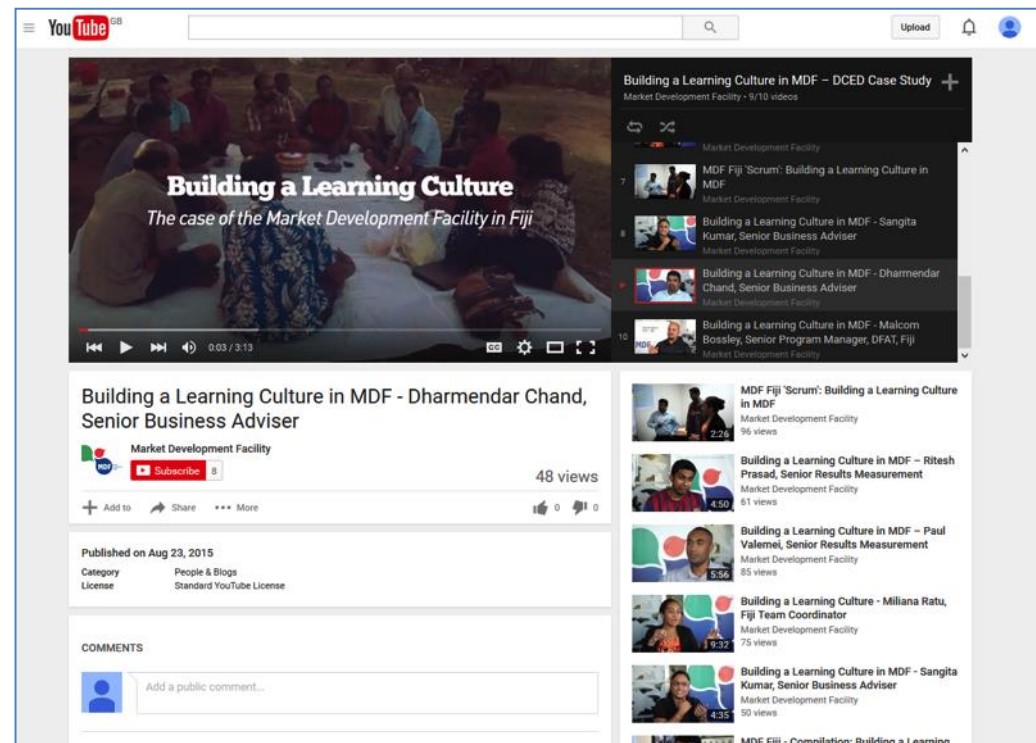
10.30 World Café
Group Photo

12.00 Lunch

Dee Lite Gnd floor DT

13.30

Developing a learning
culture, *Aly
Miehlbradt*

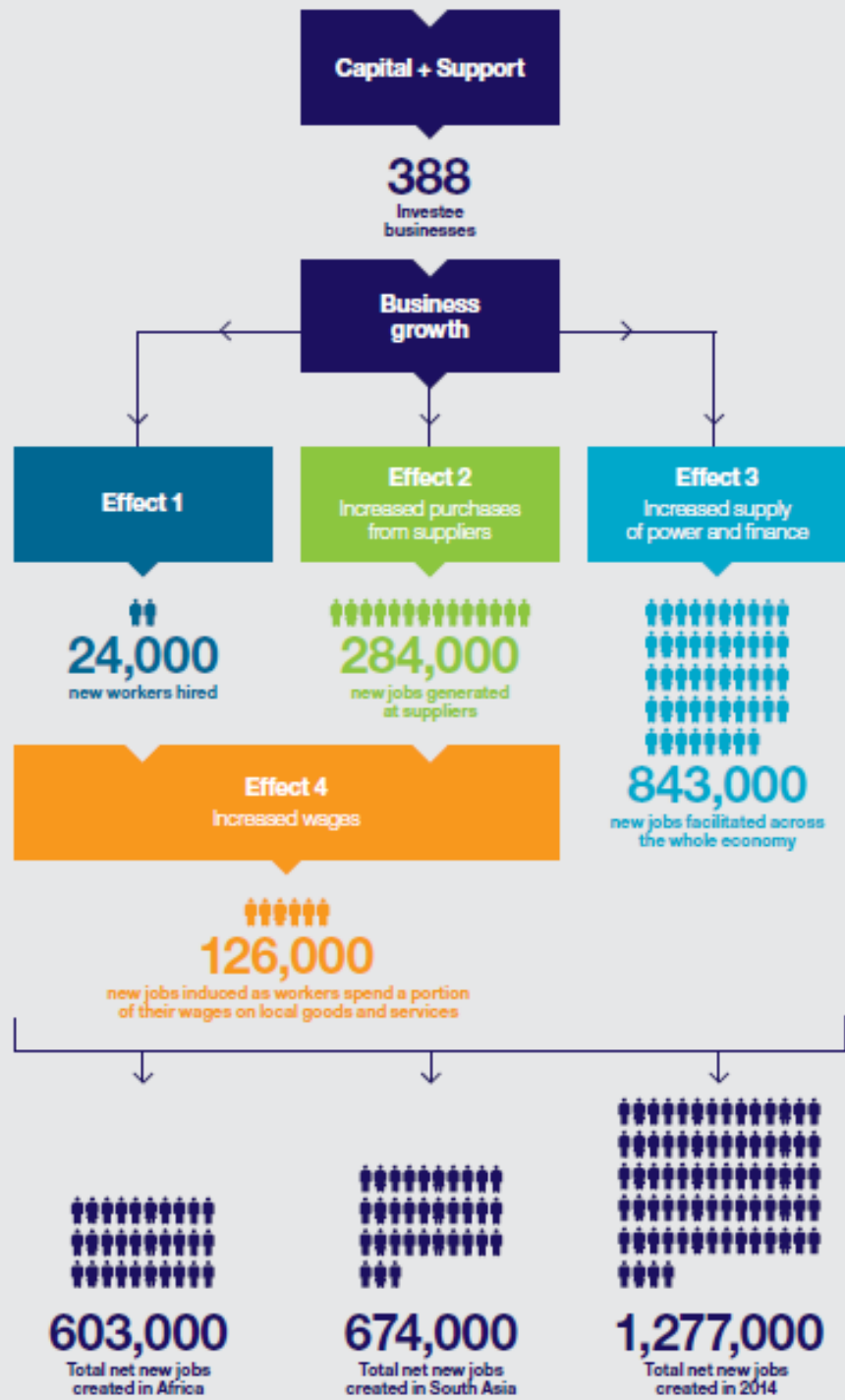


Monday 14.15

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*

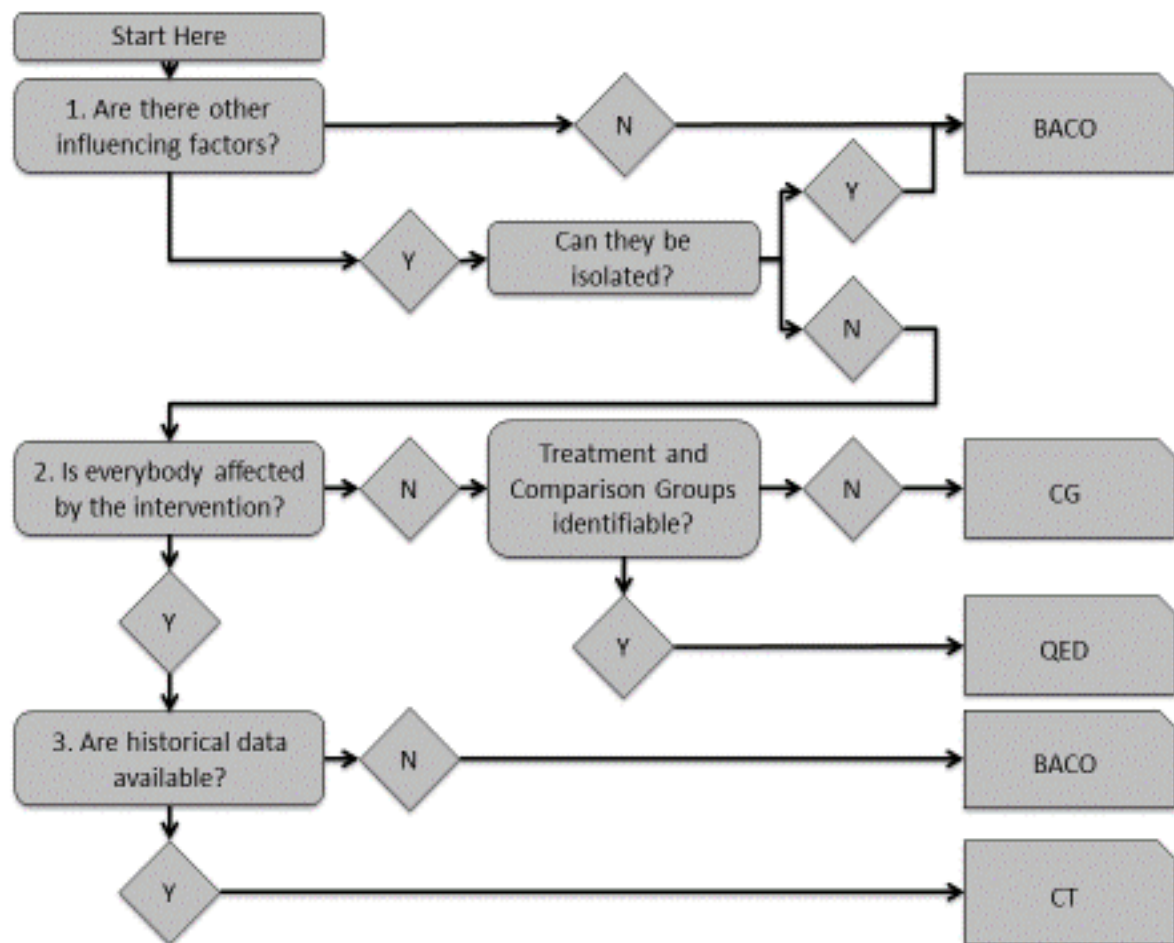
- Research on WEE in MENA Region
- Examining changes in WEE in light of local gender norms, life stages.
- How do women calculate risks? How to engage men?

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, 25th 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 Miehlbradt and others*
- Introduction to the DCED Standard, Q and A, *Nikola Babić*



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

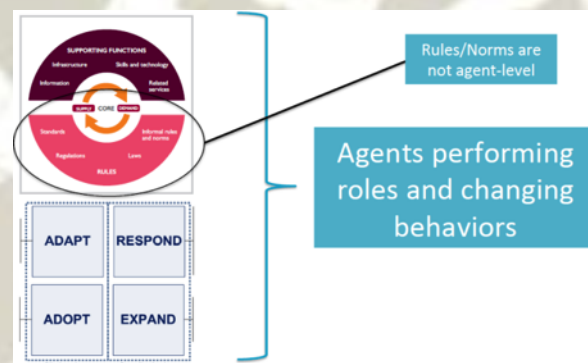
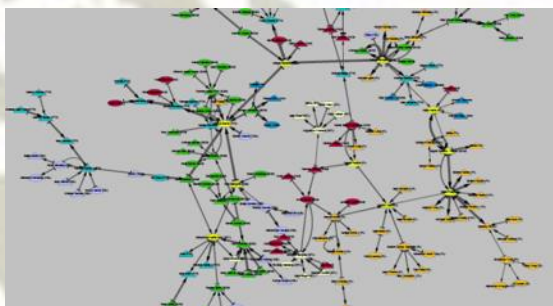
Swiss Agency for Development
and Cooperation SDC



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*



Tuesday from 18.00

Seminar Dinner, Mosaic Pool Bar, 7th floor Doubletree

Wednesday 08.30

Measuring jobs
impact, *Matt Ripley,*
ILO



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

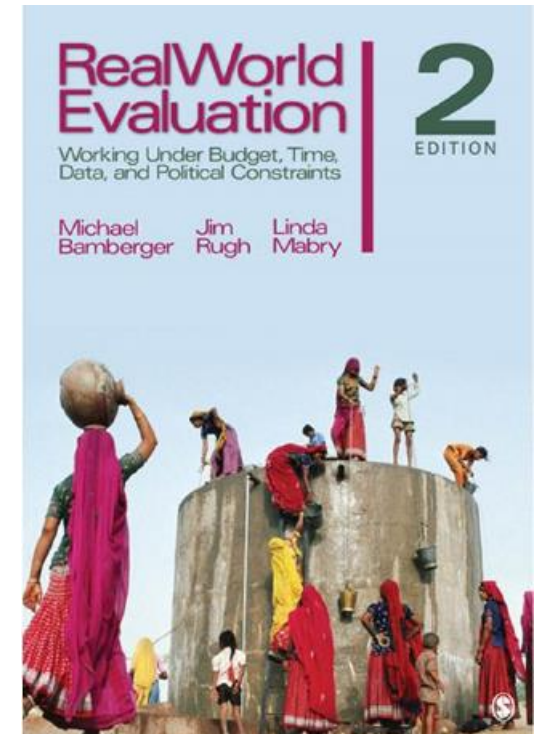
Using the Standard from
start to finish in CAVAC
Cambodia, *Peter
Roggekamp*



Wednesday 13.30

Evaluations and the DCED Standard

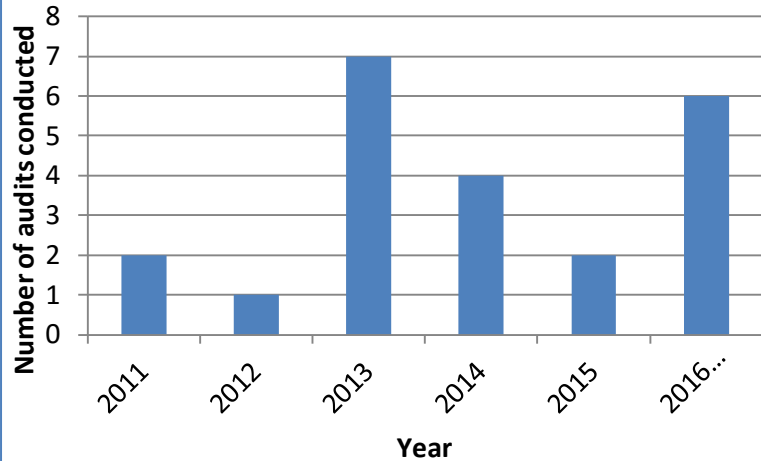
- New developments in evaluation of PSD programmes with ITAD/BEAM, *Charley Clarke*
- An evaluator's perspective, *Jim Rugh, Real World Evaluation*



Wednesday 15.30

Learning from audits to
date, *Phitcha Wanitphon*

Number of DCED audits



Why the
Standard
matters, *Helen
Bradbury, ALCP*

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

